

6

ANNUAL REPORT
OF
WALKER D. HINES
DIRECTOR GENERAL OF
RAILROADS

1919



NORTHWESTERN REGION

R. H. AISHTON, Regional Director

WASHINGTON
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NORTHWESTERN REGION.

RÉSUMÉ OF ACTIVITIES, NORTHWESTERN REGION, YEAR OF 1919.

CHICAGO, ILL., *December 12, 1919.*

MY DEAR SIR: As requested by you, there is inclosed a detailed report of the activities undertaken in this region for the year of 1919:

OPERATION.

1. *Unification of terminals.*

Operations in the more important traffic sections were carried on under the jurisdiction of terminal managers, there being nine in number, located at Chicago, Milwaukee, Cedar Rapids, Duluth-Superior, St. Paul-Minneapolis, Sioux City, Seattle, Portland, and Butte.

Unifications of terminals, consolidations, joint switching arrangements, etc., made in 1918 were continued throughout the year 1919, with resulting free movement and economical handling of traffic.

There were very few instances where it was found practicable under the unit operation of the railroads, to abandon unifications that were put into effect during the year 1918. In order that there may be a complete record of the unifications of terminals, joint agencies established, and joint switching arrangements in effect, Tables 1 and 2 show in detail those in effect as of December 1, 1919, there being 86 passenger and 134 freight stations closed by reason of these unified arrangements.

During the year 1919 the unifications and joint operations were discontinued at only 16 stations, it being found that at these particular points public convenience and a more economical operation could be better obtained through service of the individual lines in effect prior to Government control.

2. *District agency, Union Stock Yards, Chicago.*

In my report for this year I want to mention particularly the establishment of the district agency at the Union Stock Yards, Chicago, the details for which are shown in Table 3.

This organization has made a wonderful record. The business of 23 trunk lines and 2 switching lines, a total of 25, is handled in the one agency, located in the Live Stock Exchange Building. Formerly it was necessary for the consignees and shippers to go to one of 25 individual lines in order to transact their business relative to live-

stock receipts and shipments in and out of the district. Now 162 clerks and 4 supervisory officials take care of this work, resulting in a decrease of something like 15,000 man-hours per month.

They have an "inbound" counter, an "outbound" counter, a collection bureau (which has reduced the uncollected freight account from \$610,449.25 in August, 1918, to \$172,807.20 in September, 1919, or a decrease of \$437,642.05); they have instituted standardized uniform bill of lading, waybill, and peddler car form, which will save something like \$1.30 per 100 bills; they have instituted a standardized uniform improved perishable car card which eliminates a great deal of delay and confusion occasioned by the separation of shipments from billing.

The loading and forwarding of export and many domestic shipments which require permits is under direct jurisdiction of the agency, and they are held directly responsible for violations. A drovers' pass bureau is maintained by the agency for the purpose of issuing return drovers' tickets, and the stock men have found it very convenient to have but one place to go and transact their business.

The agency has an outside assistant general agent who devotes his entire time to outside operations.

3. *Improved merchandise service.*

Shortly after the organization of the United States Railroad Administration a so-called "sailing day" system was adopted for the movement of merchandise, but with the signing of the armistice there was considerable objection by shippers to this plan, which would not permit daily delivery of their merchandise to the freight houses. Consequently changes were made in this system at a conference between the shippers' representatives and the Bureau of Commerce and arrangements made to accept freight daily, at the same time retaining a great many of the improvements incident to the so-called "sailing day" plan. The railroads, in cooperation with the officers of the regional director's organization, are continually making refinements in the schedules.

4. *Reduction and restoration of passenger-train service.*

With the signing of the armistice and the burden of moving the vast amount of war materials and supplies, the question of restoration of some of the passenger-train service which we had been compelled to discontinue during the war was considered, with the result that 1,856,679 passenger-train miles per annum were added. There were a few instances where it was found necessary to make reductions in passenger-train service owing to light patronage. These reductions amounted to 146,761 passenger-train miles per annum, making a net increase in the passenger-train miles per annum of 1,709,918. The additional passenger trains were added only after a thorough analysis

and proper consideration and recommendations by the western passenger traffic committee.

5. *Operating statistics.*

In an analysis of the operating statistics for the Northwestern Region during 1919 the following are some of the outstanding features:

(1) The freight train performance for 1919 was naturally affected with the signing of the armistice, which stopped the extremely heavy movement of war materials and supplies to the seaboard. In October, 1918, we had 6,041,121 net ton-miles, dropping to 4,200,159 in January, 1919. With the gradual return to normal conditions, however, each month showed an increase, and by September, 1919, we were moving about the same tonnage as 1918.

The percentage of loaded to total car miles has been kept very close to the 1918 record. In October, 1919, we had a percentage of 70.1 as against 69.9 per cent in October, 1918. With the decrease in business during the first part of the year, naturally there was a decrease in the average miles per day per car, due to a surplus of equipment. This gradually improved with the increase in tonnage, so that in September, 1919, we were able to make 28.3 miles per car day, as against 26 miles in September, 1918.

Considerable loss in revenue and additional expense in operation was caused during the month of August by the unauthorized strike of the locomotive and car repairing forces.

Due to serious drought in Montana reduced rates were arranged for movement of stock out of the State for feeding in other States, also for movement of feed into Montana to afford relief in districts where feed was not available. It was necessary to transfer a large number of stock cars to this territory to provide prompt movement for this stock.

Drought conditions, with consequent crop failure in Montana, caused a very serious loss in revenue. Reduced rates on live stock and feed added considerable to this burden.

(2) The passenger train revenues in the Northwestern Region have been very satisfactory indeed. The revenue per passenger train mile throughout the entire year has been well above 1918. In January we earned \$1.745 per passenger train mile, as against \$1.456 in January, 1918. In September, 1919, the revenue per passenger train mile was \$2.436, as against \$2.164 in September, 1918. The same general increase obtained throughout the year.

(3) Naturally the general decrease in traffic during the fore part of the year, together with the increase in wage adjustments, affected the ratio of operating expenses to operating revenues. In January, 1919, we show 89.4 per cent as against 97 per cent in January, 1918. In September, 1919, we show 73.5 per cent as against 71.2 per cent in September, 1918. There is a great disparity in the June, 1918,

percentage of 108.1 per cent as against June, 1919, of 80.4 per cent, this being entirely due to the general wage increase made effective in June, 1918, and retroactive to January, 1918. The operations for the 9 months, January to September 30, 1919, inclusive, show the ratio of operating expenses to operating revenues to be 82 per cent for 1919, as against 81.2 per cent for 1918.

6. *Passenger train performance.*

During the period January to July, 1919, we required a report from the Northwestern Region railroads covering their passenger train service including only such trains as operated over more than 1 operating division. For these 7 months we show a performance of 127,669 trains operated, out of which 96,916 arrived at destination terminals on time, making an "on time" percentage of 75.91.

Effective August 1, 1919, our passenger train performance was recorded in conformity with instructions from the Division of Operation and was made to include all trains except suburban and mixed trains. The performance for the 4 months August 1 to November 30, 1919, inclusive, shows that out of a total of 101,755 trains, 78,807 arrived at final terminal on time, a percentage of 77.4.

7. *Mechanical operations.*

All railroads, regardless of increased wages, have experienced considerable difficulty in obtaining both skilled and unskilled labor. Apprentices are not up to quota, averaging about 1 to every 22 journeymen where this ratio should be 1 to 5. Machinist apprentices are nearest to quota, while boilermakers, blacksmiths, and molders are difficult if not impossible to obtain. These things have naturally materially affected the mechanical activities.

The percentage of bad order cars on lines for the week ending December 7, 1918, was 5.5 per cent and the man hours worked were 1,149,914; while for the week ending November 8, 1919, the percentage was 5.2 per cent, man hours 1,066,744.

Locomotives out of service for repairs last year amounted to 13.6 per cent, man hours worked 1,937,041; for the week ending November 8, 1919, percentage was 15.7, man hours 1,721,752.

The unauthorized strike of mechanical workers interfered to a considerable degree with the mechanical operations for this year.

8. *Traffic.*

A résumé of the traffic situation and activities of the traffic department during the year are shown on page 28.

COOPERATIVE ACTION.

9. *Solid trainload movements.*

The solid trainload movement plan, which was inaugurated early in 1918, was continued throughout the year 1919. Reverting to the practice of observing shippers' routing somewhat curtailed this solid train operation. There was, however, a great deal of traffic which could and was handled in this manner, particularly from the Twin Cities.

10. *Movement of fruit.*

The solid train movement of fruit, under schedules, from California and North Pacific coast points to the East has continued, and the record has worked out very satisfactorily. Under the arrangement in effect for the season 1919 trains were assembled at concentrating points and moved forward solid to Chicago. These trains were followed, and we have insisted that they be operated in accordance with our schedules.

11. *Movement of packing-house products.*

The movement of meat and packing-house products from the packing centers on the Missouri River and at South St. Paul has been continued with excellent results. These shipments are consolidated and moved on certain lines on certain days, and the schedules are maintained with regularity. This arrangement has been heartily indorsed by the packers, and we have no cases where our regular meat runs failed to make eastern connections.

12. *Movement of live stock to Union Stock Yards, Chicago.*

To establish greater regularity for the movement of live stock and arrivals at Union Stock Yards, Chicago, there was adopted, effective December 9, 1918, on the railroads of the Northwestern Region, schedules which named regular shipping days from all points in Iowa and southern Minnesota. This plan worked so well that it was extended to include Illinois and Wisconsin, effective February 2, 1919.

Under these schedules the stock in most instances came to Chicago in solid trains and moved through to the chutes for unloading without delay. We have insisted that the railroads place at least 50 per cent of their stock in the outer yards in Chicago by 2 a. m., thus insuring the arrival of the entire receipts for the day at the chutes for the early morning markets. The shippers, live-stock commission men, and packers have freely expressed themselves as being afforded a performance in live-stock trains during the past year such as they have never received before in the history of the packing industry.

13. *Car service.*

The general supply of equipment in the Northwestern Region has been satisfactory. Our percentage of box cars on line to ownership, on the whole, compared favorably with the previous year. Although our grain crop was lighter, general loading has been very heavy, with a consequent general shortage of cars. I think this was similar to conditions prevailing in other regions.

The year was marked with unusually heavy fruit, stock, and potato loading. Undoubtedly the pooling of cars of all classes to take care of such loading enabled a much better movement than would have been possible otherwise.

Embargo regulations putting the preparation and distribution of embargoes in the hands of the regional director resulted in a very marked advance in this work. A monthly printed bulletin of embargoes in effect throughout the country is distributed to roads in this region in sufficient quantities so they can supply all local agents and others interested and has met with much favor.

Puget Sound district loading has been heavier than ever before, with a demand for cars to load fruit, vegetables, lumber, and miscellaneous commodities in excess of the supply. While complaints have been made about the car shortage, it is a fact that similar conditions have prevailed in other parts of the country. Account the necessity of heavy empty westbound movement to meet the loading requirements, the supply in that territory is limited by the capacity of the roads to handle the traffic.

14. *Consolidated purchasing department.*

The functions of the regional purchasing committee have been expanded, and during the year 1919 they have not only been responsible for the procurement of materials for operation of the roads, but also for the investment represented by material carried in stock.

The report of the committee shows details of the large quantities of various materials used and carried in stock and the large sums of money represented by them, which are under the jurisdiction of the purchasing and stores organization of railroads. The importance of these departments has been brought to the attention of railroad executives, and a great deal of work has been done to improve and coordinate practices on the various railroads for handling and conserving materials.

15. *Ore traffic.*

Handling of ore, grain and coal business in the Upper Lake Michigan and Lake Superior ports has continued to be handled under the jurisdiction of a manager located at Duluth, cooperating with the committee in charge of vessel and ore interests. The same practices of diverting to the short and economical routes continued. This year,

as last, the steaming of ore was almost entirely eliminated at a great saving to the railroads in the cost of this operation.

16. *Claim prevention.*

At the beginning of the year a claim prevention department was established in the Northwestern Region. The efforts of this department have been made along the lines of organizing claim prevention. Representatives of the various railroads and shippers have been interviewed freely, and they have very willingly cooperated in this movement. Claim prevention committees were established on all of the larger lines and at all of the terminals in accordance with your instructions. Weekly meetings at common points to match over and short freight have been held, preventing over 5,000 potential claims per month, a saving of \$150,000 for the region.

Exhibits for a 6-months period show that 160,000 claims have been prevented during the year, representing \$5,000,000 saved for the lines in the Northwestern Region. A material reduction in claims over 4 months old has been made. The adopted slogan "Prevent a claim a day" has been projected to stimulate the interest in claim prevention work.

17. *Safety Section.*

Some of the very intensive work has been carried on by the Safety Section in this region. The organization consists of 325 safety committees, with a membership of 5,200 officers and employees, meeting each month to devise ways and means to prevent accidents. This representation covers 63 railroads, employing approximately 290,000 men and operating 52,792 miles of railroad.

During the month of June this region conducted a "No accident" week, resulting in 50 railroads out of the 63 making a clear record. On all of the railroads in this region there was a decrease in casualties of 77 per cent. During the national railroad accident prevention drive, October 18 to 31, there were 557 employee casualties, of which 4 were fatal. This is a decrease of 67.4 per cent, based upon casualties per 100 men employed.

18. *Fuel conservation.*

The activities of the fuel conservation department show some very gratifying results. The activities have been largely along the lines of stimulating interest by improving firing methods, standardizing locomotive draft appliances, careful attention to locomotive details, etc., and many of the methods advocated and adopted will become permanent and produce results.

Special attention has also been given to terminal fuel expense, shops, roundhouses, power plants, etc., which has resulted in some very commendable economies.

19. *Transportation committees.*

At the request of the Director Division of Operation in September, 1919, there were appointed in the larger terminals special transportation committees, the members consisting of officers selected from the terminal lines, in most cases three in number, together with a representative of the National Industrial Traffic League or other organizations of shippers.

The work of these transportation committees has been along cooperative lines with the shippers and railroad organizations, for the purpose of speeding up freight through the terminals, checking up and eliminating delays in loading and unloading, and the general operation.

Very good work has been accomplished by these committees. They have under their jurisdiction a corps of inspectors, who devote their entire time to outside work along these lines.

IMPROVEMENT BUDGETS.

20. *Capital expenditures.*

It was impossible to carry out the improvements called for in the budgets during the latter part of 1918, owing to the failure of Congress, prior to its adjournment March 3, to provide proper appropriation to enable the financing of capital expenditures. There were many companies who did not have the funds available to carry on this work, and as a result authorizations made during the year for additions and betterments to roadway and equipment have been less than normal. It is expected that by December 31, 1919, 80 per cent of work authorized will be completed.

The total authorized improvements amounted to \$98,401,729, and expenditures to and including October 31, 1919, were \$37,970,204.

21. *Maintenance of way and structures.*

It was necessary to regulate the maintenance of way work in such a manner that the obligation of the Government under its contract with the railroads would not be exceeded, except where additional work would be required as a matter of safety. Budgets were accordingly prepared at the beginning of the season; based upon the relative quantities of labor and material, together with the monthly expenditures, required to carry out the work, which was limited to these budgets.

Maintenance of properties has been watched very closely, and the same policies as were practiced prior to Federal control were continued, resulting in the maintenance of properties in about the same condition as they were maintained by the railroads.

The authorized program for 1919 calls for an expenditure under maintenance of way and structures of \$113,129,889.

CONSTRUCTIVE RESULTS TO BE RETAINED.

22. So long as the transportation facilities of this country do not fully meet the demands of business there will be criticism of any failure to make the best possible use of available facilities. This result is more easily accomplished under the present conditions of centralized control, but with complete cooperation and proper organization it should be possible when corporation control is resumed, and it would seem advisable to continue some of the things which have been inaugurated during this period of Federal control, including the following:

(a) Control of freight-car equipment, regulating the supply of cars according to demand in different parts of the country. This is especially important in connection with the distribution of box cars, also refrigerator cars, stock cars, coal cars, and other special equipment, and until large additions are made to freight-car equipment such control will be necessary to meet requirements of the business, not mentioning the inevitable criticism of future performance which may compare unfavorably with past performance.

(b) Common control of individual railroad operations in large terminals. It should be possible to continue by agreement the present arrangements which have shown good results, but it may be necessary in some cases to form terminal companies to control present properties by lease or purchase.

(c) Arbitrary routing of freight in times of existing or threatened congestion, permitting any necessary distribution of tonnage, also the consolidation of freight in train-load lots and the elimination of routes which are unduly circuitous, and the use of which causes congestion and delay.

(d) Continuation of the permit system which insures against congestion at terminals by controlling the original loading of freight.

(e) Continuance of embargo control in some practicable form that would regulate and unify the issuance of embargoes. Presumably this could not be made mandatory, but a commission with general jurisdiction could have authority to supervise embargoes and recommend the issuance or withdrawal of restrictions. The present method of distributing embargo information in the Northwestern Region might well be given consideration for more general adoption.

(f) Supervision of passenger train service and schedules. No recent additions have been made to passenger-train equipment; the business now offered being handled with difficulty, although under present conditions it has been possible to eliminate unnecessary trains and do anything which insures the best possible use of available equipment. Until passenger-train equipment is greatly increased,

it will be impossible for individual roads to act independently without aggravating the present shortage of passenger-carrying facilities and provoking public protest, and creating sentiment favorable to anything which promises improvement.

(g) Continuation of consolidated ticket offices in the larger cities. These offices, when well conducted, are favored by the traveling public. They represent large savings in rents, and it should be possible to ultimately show a greater saving in cost of operation. They encourage and make possible the cooperation between individual railroads which will hereafter be necessary. They are necessary in carrying out any comprehensive plan for that conservation of passenger-train facilities which is absolutely necessary until large additions have been made to passenger-train equipment.

(h) Committee control of rate making. Excepting those who have unusual means of influencing rate legislation, including the control of important competitive traffic, the present method of handling rate matters is not unpopular. It affords protection against destructive action by individual railroads whether such action is influenced by desire to secure advantage in connection with competitive business or due to error in estimating revenue results of proposed rate changes. The Interstate Commerce Commission has expressed approval of the plan and has definitely suggested that it be continued.

In closing, I wish to express my most sincere appreciation for the splendid, loyal, and efficient support given us at all times by the officers and employees of all of railroads in the Northwestern Region.

Yours very truly,

R. H. AISHTON,
Regional Director.

Hon. WALKER D. HINES,
Director General of Railroads, Washington, D. C.

EXHIBITS.

TABLE 1.—*Recapitulation, showing by States number of stations at which consolidation and joint switching arrangements were in effect, Jan. 1 to Dec. 31, 1919.*

(See Tables 1 and 2.)

State.	Consolidations.	Joint switching.
Illinois.....	6	3
Idaho.....	3	2
Iowa.....	16	5
Michigan (Northern Peninsula).....	9	0
Minnesota.....	20	4
Montana.....	10	1
Nebraska.....	6	0
North Dakota.....	8	0
Oregon.....	5	1
South Dakota.....	8	1
Washington.....	17	8
Wisconsin.....	24	9
British Columbia.....	2	0
Totals.....	134	34

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919.*

Station.	Description.	Effective date.
ILLINOIS:		1918.
Chicago.....	One-line switching service established at plants of Illinois Vinegar Co.; Peter Schuttler Wagon Works; National Malleable Castings Co.; Crane & Co.; Citizens' Brewery; American Brake Shoe Foundry Co.; and industries located in "Grain Alley."	Apr. 2
	One-line transfer service established between A. T. & S. F. at Corwith yard and G. T. R. R. at Elsdon yard, whereby G. T. handled A. T. & S. F. cars from Elsdon yard to Corwith yard.	Apr. 20
	I. C.-B. & O. direct interchange at Eighty-third Street, South Chicago, abolished, and I. C. business is handled in normal direction of traffic to Belt R. R., thereby avoiding one classification and movement of engines to and from interchange point with light tonnage.	Apr. 10
	B. & O.-N. Y. C. direct interchange abolished and now made through Belt R. R.	Apr. 5
	B. & O.-P. Ft. W. & C. direct interchange abolished and interchange now made through Belt R. R.	Do.
	G. T.-Wabash direct interchange at Forty-seventh Street and G. T.-Erie direct interchange at Forty-ninth Street abolished, and interchange made through Belt R. R.	Do.
	Direct interchange of B. & O. C. T.-C. W. P. & S. and Pullman R. R. abolished, business being merged with that of Belt R. R., giving larger tonnage for engines.	Apr. 10
	B. & O.-C. R. I. & P. direct interchange abolished, business being merged with that of Belt R. R.	Do.
	C. R. I. & P.-Erie direct interchange abolished at Forty-fourth Street and Fifty-first Street yards, and now made at C. R. I. & P. yard, South Chicago, eliminating unnecessary ear haul of approximately 16 miles on each car arriving on C. R. I. & P. for the Erie, and 12 miles on each ear going from the Erie to C. R. I. & P., as well as saving 2 engine hours per day.	Apr. 13
	Wabash-C. R. I. & P. direct interchange abolished at Forty-fourth Street and Forty-seventh Street yards, saving 1 engine hour per day.	Apr. 16
	C. R. I. & P.-C. & A. direct interchange abolished at Glenn yard, and ears now move in regular interchange via Belt R. R., enabling C. R. I. & P. to take off 1 switch engine.	Apr. 10
	A. T. & S. F.-C. R. I. & P. direct interchange abolished on grain shipments now being handled via Belt R. R.	Apr. 8

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
ILLINOIS—Continued.		1918.
Chicago.....	One-line transfer service established between Wabash and B. & O. C. T. at Landers. B. & O. C. T. in making deliveries to Wabash at Landers returns with B. & O. C. T. ears from the Wabash, eliminating movement of Wabash engine.	Apr. 8
	One-line transfer service established between I. C. at Wildwood and M. C. at Kensington. M. C. now makes deliveries from Kensington to I. C. at Wildwood, returns with I. C. ears for M. C., eliminating I. C. engine movement.	Apr. 14
	One-line transfer service established between I. C. and M. C. from Leavitt Street yard of Chicago Junction to South Water Street yard, resulting in a saving of 4 engine hours per day.	Do.
	One-line transfer service established between C. R. I. & P. at South Chicago and P. R. R. at Colehour, which has resulted in a saving of 2 engine hours per day.	Do.
	One-line transfer service established between N. Y. C. at South Chicago and P. R. R. at Colehour, saving 2 engine hours per day.	Apr. 8
	One-line transfer service established between P. Ft. W. & C. at Forty-seventh Street yard and C. M. & St. P. at Galewood, resulting in a saving of 12 engine hours per day.	Apr. 14
	One-line switching service established at Stein-Hirsch Co. plant, saving ear haul of 40 miles in making interchange between C. & A. and I. C. via Clearing, and saving 4 engine hours per day. In addition, advanced movement of ears about 3 days.	Apr. 8.
	One-line switching service established at Brighton Park; P. C. C. & St. L. covering deliveries to and from B. & O. C. T., C. & A., and I. N. in that district, resulting in a saving of 6½ engine hours per day.	Apr. 14
	One-line switching service established in Harvey district, industries formerly served by B. & O. C. T., I. C., and G. T. now served by B. & O. C. T.	Do.
	One-line switching service established at Chicago Bridge & Iron Co. plant, Washington Heights; C. R. I. & P. doing all switching.	Apr. 8
	One-line switching service established at Columbia Matting Co. and Albert Schwill Co., South Chicago; N. Y. C. doing all switching.	Apr. 14
	One-line switching service established at plant of J. C. Ryerson & Co.; work formerly performed by C. G. W., C. M. & St. P., C. B. & Q., and C. R. & I. now performed by the C. R. & I. exclusively.	Apr. 8
	Switching service between Erie and C. I. & L. rearranged, whereby Erie takes C. I. & L. ears to I. H. B. R. R. and that line delivers C. I. & L. cars, eliminating movement of Erie engines to C. I. & L. yard.	Do.
	C. B. & Q. interchange business rerouted from Western Avenue delivery point to delivery point at Hawthorne and Congress Park, via Belt R. R. and I. H. B. R. R., relieving the congested C. B. & Q. Western Avenue yard of handling approximately 200 ears per day; enabling the N. Y. C. & St. L. to discontinue daily run to this district, and resulting in a saving of 33 engine hours per day to all railroads concerned.	Do.
	One-line transfer service established at N. Y. C. & St. L. Stony Island yard and C. R. I. & P. South Chicago yard, eliminating 1 engine hour per day.	Apr. 28
	One-line transfer service established between N. Y. C. & St. L. Stony Island yard and I. C. Fordham yard, saving 1 engine hour per day.	May 5
	One-line transfer service established between Pennsylvania R. R. Fifty-fifth Street yard and C. M. & St. P. Galewood yard, saving 6 engine hours per day.	Do.
	One-line transfer service established between B. & O. C. T. and B. & O. at Whiting and Wolf Lake, saving 2 engine hours per day.	May 9
	One-line transfer service established between B. & O. C. T. and I. C. at Barr yard and Wildwood, saving 2 engine hour per day.	May 8
	One-line transfer service established between I. H. B. and C. I. & L. at Burnham and South Hammond, eliminating 1 engine hour per day.	May 1
	One-line transfer service established between Erie, I. H. B. and C. I. & L. at Hammond, Burnham, and South Hammond, saving 1 engine hour per day.	May 5
	B. & O.-N. Y. C. Ninetieth Street yard direct interchange abolished; ears now routed via Belt R. R., saving 1 engine hour per day.	Apr. 20
	Interchange between E. J. & E., Eighty-third Street, South Chicago, and I. C. Fordham yard, Matteson: This freight now being routed via Belt R. R. at South Chicago or via I. H. B. at Matteson, resulting in net saving of 1 engine hour per day.	Apr. 25
	One-line switching service established at group of industries, Grant Lead, Cicero, B. & O. C. T.-Belt R. R. This territory now being served by B. & O. C. T. exclusively, resulting in a net saving of 1 engine hour per day.	May 1
	One-line switching service established between the B. & O. C. T. and P. C. C. & St. L. at group of industries between Forty-ninth and Sixty-ninth Streets, resulting in net saving of 4 engine hours per day.	Apr. 22

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
ILLINOIS—Continued.		
Chicago.....	One-line switching service established in Ninety-fifth Street District, resulting in net saving of 1 engine hour per day.	1918. Aug. 22
	One-line switching service established at industries between Ogden Avenue and Twelfth Street; C. & N. W. performing all switching, resulting in a saving of 4 engine hours per day.	Apr. 25
	One-line switching service established between the C. R. I. & P. and I. C. at American Brake Shoe & Foundry Co., Ninety-fifth Street, South Chicago, resulting in net saving of 2 engine hours per day.	Do.
	One-line switching service established at north end of Union Station, under which arrangement the C. B. & Q. placed C. M. & St. P. mail cars, resulting in net saving of 2 hours per day.	Apr. 23
	Rerouting of freight from P. C. C. & St. L. and C. M. & St. P., under which arrangement the P. C. C. & St. L. delivers C. M. & St. P. cars via Galewood yard to Belt R. R. at Clearing instead of direct delivery to Galewood yard. This business merges with C. M. & St. P. traffic moving from Clearing, resulting in greater volume as against direct deliveries formerly made, and has resulted in reduction of 11 engine hours per day.	Apr. 27
	Facilities and engine use in Twelfth Street district of the N. Y. C. and Eighteenth Street district of N. Y. C. & St. L. unified.	May 11
	One-line transfer service established between C. B. & Q. and C. & N. W. at Ashland Avenue, resulting in net saving of 5 engine hours per day.	May 20
	One-line transfer service established between Soo Line Kolze yard and I. C. Thirty-third Street yard, eliminating Soo Line special transfer and saving 4½ engine hours per day.	May 15
	Discontinuance of C. R. I. & P. C. & A. direct interchange at Glenn yard, C. R. I. & P.-Erie interchange at Forty-fourth Street yard, and C. R. I. & P.-Wabash interchange at Forty-seventh Street yard mentioned above, enabled C. R. I. & P. to reduce yard foree.	May 11
	Rerouting of freight via Clearing from P. C. C. & St. L. Fifty-ninth Street yard to C. B. & Q. yard at Hawthorne, resulting in a reduction of 3 engine hours per day.	May 23
	Rearrangement of interchange between P. C. C. & St. L. at Dolton, I. C. at Wildwood, C. & E. I. at Haney, and B. & O. C. T. at Barr, whereby P. C. C. & St. L. combines I. C., C. & E. I., and B. & O. C. T. cars for movement to I. H. B. yard, Blue Island, at which point they are merged with general movement of I. H. B. business for these roads, resulting in reduction of 4 engine hours per day.	May 15
	Rearrangement of transfer service between Haney yard of C. & E. I. and Blue Island yard of I. H. B. and Barr yard of the B. & O. C. T., whereby I. H. B. operates between I. H. B. and C. & E. I. yards, thence B. & O. C. T. to C. & E. I. and return to I. H. B., resulting in a net saving of 19 engine hours per day.	Do.
	Rearrangement of switching service to and from industries located on St. Charles Air Line, inbound shipments confined to C. B. & Q. and I. C. and outbound shipments confined to M. C. and I. C. so far as practicable. Instead of engines of 19 different roads going to the St. Charles Air Line, the work is confined to three roads, C. B. & Q., I. C., and M. C., resulting in a reduction of 20 engine hours per day.	May 10
	Abolishment of special runs to and from Soo Line terminal warehouse, Twelfth and Canal Streets, whereby all inbound freight for industries at Soo Line terminal is taken to Union Stock Yards, from which point the business is pulled in the early morning and after 4 p. m. Outbound movement is pulled from the Soo Line terminal and taken to the stock yards, where all high-class freight is delivered to the "beef" tracks of eastbound carriers on the same evening to connect with movements from that point, resulting in a net saving of 11 engine hours per day.	Do.
	One-line switching service established at J. C. Shaffer Elevator, South Chicago; the C. R. I. & P. performing all switching, which work was formerly performed by B. & O., N. Y. C. and C. R. I. & P., which has resulted in a net saving of 1½ engine hours per day.	May 12
	One-line switching service established, Forest Park-Fort Wayne crossing territory, between B. & O. C. T. and C. G. W., resulting in a net saving of 3 engine hours per day.	Do.
	One-line switching service established at industries in East Chicago-Hammond-Calumet districts, between the B. & O. C. T., I. H. B., P. R. R. and Wabash, resulting in net saving of 22 engine hours per day.	May 10
	One-line transfer service established at Dolton-Blue Island district, between I. C., I. H. B. and B. & O. C. T., whereby I. C. handles all interchange between I. C. yard at Wildwood, I. H. B. yard at Blue Island, and B. & O. C. T. yard at Barr, eliminating 5 engine hours per day.	June 10
	One-line transfer service established in East Chicago district between I. H. B., B. & O. C. T., C. & O., C. I. & Erie, whereby Erie handles traffic to and from I. H. B. for the lines named. This has resulted in a saving of 5½ engine hours per day.	Do.

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
ILLINOIS—Continued. Chicago.....	Rearrangement of transfer service between C. M. & St. P. and N. Y. C., whereby C. M. & St. P. makes delivery to C. R. & L. at Loomis Street yard, to be consolidated with cars for N. Y. C. and handled in regular delivery by that line. This has resulted in a reduction of 2½ engine hours per day.	1918. June 1
	G. T. switch engines working at Blue Island now housed in I. H. B. roundhouse instead of returning to Hayford. This has resulted in saving 7 engine hours per day.	Do.
	Consolidation of agencies of I. H. B. and Wabash at Tolleston.....	Do.
	Consolidation of agencies of C. G. W. and I. H. B. at Bellewood.....	Do.
	Consolidation of yard clerks of I. H. B., C. R. I. & P. and G. T., Blue Island.	Do.
	Consolidation of car inspection force of G. T., C. R. I. & P., and B. & O. C. T. at Blue Island.	Do.
	One-line switching service between A. T. & S. F. and C. R. & I. established at Albert Dickinson Co.'s plant. C. R. & I. now performing all work, resulting in a net saving of 1 engine hour per day.	June 13
	Rearrangement of transfer service between I. H. B. at Gibson, Ind., and B. & O. C. T. at East Chicago. B. & O. C. T. handles cars to I. H. B. Michigan Avenue yard and returns with cars from that point. The I. H. B. handles these cars from Michigan Avenue yard to Gibson. This action has resulted in reduction of 2½ engine hours per day.	June 15
	Consolidation of car checkers between B. & O. C. T. and Soo Line in Forest Park-Oak-Park district.	June 20
	Consolidation of demurrage forces at Crane Co.'s plant, forty-third Street and Kedzie Avenue, also territory along Forty-ninth Street between Western Avenue and Central Park Avenue at industries on C. R. & I. and I. H. B.	Do.
	Consolidation of agencies at Riverdale and Barr yard; B. & O. C. T. agency at Riverdale abolished.	Do.
	One-line switching service between C. R. I. & P., E. J. & E., Belt R. R., and P. R. R. in Ninety-fifth Street district. Further consolidation made, which resulted in an additional net saving of 7 engine hours per day.	June 26
	Rearrangement of switching service to and from industries located on St. Charles Air Line. Further consolidation made, which resulted in net saving of 10 engine hours per day.	June 27
	Consolidation of agencies of C. B. & Q. at Congress Park and I. H. B. at LaGrange; C. B. & Q. station at LaGrange abandoned.	Do.
	Less-than-carload merchandise cars and trap cars now consolidated from industries located on C. J. R. R. and handled from Leavitt Street yard, instead of each road going direct to various industries for the traffic, resulting in a saving of 165,345 car-miles per annum and 56 engine hours per day.	July 7
	One-line transfer service established between Belt R. R. and E. J. & E. at South Chicago, saving 4 engine hours per day.	Do.
	One-line transfer service established in Blue Island-Dolton district between I. H. B., G. T., C. R. I. & P. and B. & O. C. T., resulting in a saving of 2½ engine hours per day.	Do.
	One-line transfer service established between M. C. and E. J. & E. at Joliet, which has resulted in a saving of 4 engine hours per day.	July 5
	One-line switching service established at industries located between C. G. W. crossing at Forest Park and P. F. W. & C. crossing, Chicago, between B. & O. C. T. and Soo Line; the B. & O. C. T. performing all switching, resulting in a saving of 4 engine hours per day.	Do.
	One-line switching service established at industries between State Line Tower and Grasselli, Ind., between the I. H. B. and E. J. & E., resulting in a saving of 9½ hours per day.	July 10
	Consolidation of station forces of I. H. B. and E. J. & E. at Hammond, Ind.	Do.
	Consolidation of clerical forces of P. F. W. & C., Wabash, I. H. B. and B. & O. C. T. in the Hammond-East Chicago-Calumet districts.	July 15
	Rearrangement of car inspection at U. S. yards, eliminating 3 joint inspectors, 1 clerk, and 1 interchange inspector.	Do.
	Rerouting of freight from C. R. I. & P. to C. B. & Q. under which arrangement road haul traffic for C. B. & Q. is handled by Belt R. R. and industry cars are handled by B. & O. C. T. from Blue Island, resulting in a saving of 8 engine hours per day.	July 18
	G. T. and E. J. & E. station forces at Griffith, Ind., consolidated; G. T. station closed.	July 27
	N. Y. C. & St. L. and E. J. & E. station forces at Hobart, Ind., consolidated; N. Y. C. & St. L. station closed.	July 30
	C. R. I. & P. and P. R. R. car inspection forces in Ninety-eighth Street industrial district consolidated.	Do.
	Consolidation of car repair forces at Union Stock Yards, under which arrangement C. J. R. R. forces make light repairs to cars going out over various lines, instead of each line maintaining their own force, resulting in a reduction of 5 car repairers.	Aug. 3

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
ILLINOIS—Continued. Chicago.....	As a result of one-line switching service established at industries in East Chicago-Hammond-Calumet district, P. R. R. was enabled to dispense with 2 clerks at Hammond and 5 clerks at East Chicago.	1918. Aug. 5.
	One-line transfer service established between M. C. and A. T. & S. F. at Joliet; interchange handled exclusively by M. C. resulting in a saving of 8 engine hours per day.	Aug. 7
	C. & N. W. and Belt R. R. car inspection forces at Cragin consolidated, making a reduction of 7 car inspectors.	Do.
	Belt R. R., I. C., C. & E. I., and M. C. car inspection forces at Kensington consolidated, resulting in a reduction of 3 cars inspectors.	Aug. 10
	B. & O. Kinzie Street freight house closed and its team track facilities abolished.	Aug. 12
	Erie R. R. Webster Avenue and Erie Street freight station closed....	Aug. 15
	G. T. North Water Street freight station closed.....	Do.
	Method of handling mail at Union passenger station rearranged, enabling C. M. & St. P. to make a reduction of 4 helpers	Aug. 19
	Method of handling express cars at Lake Street rearranged, allowing the C. M. & St. P. to make a reduction of 2 flagmen.	Aug. 20
	Consolidation of E. J. & E. and M. C. including facilities at Joliet; M. C. now receives all cars for the E. J. & E.	Do.
	C. M. & St. P. station at Edgewater closed.....	Sept. 1
	Joint agency established at U. S. yards. Formerly each road maintained its own agency.	Aug. 24
	Consolidation of Chicago Car Interchange Bureau, resulting in reduction in number of employees.	Sept. 5
	Consolidation of M. C. and Belt R. R. agencies at Kensington Junction; Belt R. R. station closed.	Sept. 10
	Consolidation of N. Y. C. & St. L. and I. H. B. forces at Coborn, Ind., interlocking plant, resulting in a reduction of 3 operators.	Do.
	Establishment of joint collection bureau, Board of Trade Building, under which arrangement a joint agent has been appointed for all lines to make the collections on freight bills for grain shipments, resulting in reduction in number of employees.	Sept. 25
	As a result of sailing-day plan, Soo Line handles all merchandise in one transfer between Kolze and Canal and Twelfth Streets, resulting in a saving of 96 engine hours per month.	Do.
	Consolidation car inspection forces between Soo Line and I. H. B. at Franklin Park; I. H. B. now performing service.	Sept. 30
	Consolidation of C. & N. W. and Belt R. R. car inspection forces at Cragin. Additional saving effected through putting this arrangement into effect.	Do.
	Rearrangement of forces at Twelfth and Canal Streets, enabling Soo Line to make reduction of 1 telegraph operator.	Oct. 1
	Consolidation of forces of Soo Line and I. H. B. at Franklin Park; Soo Line dispensing with 1 watchman.	Do.
	Discontinuance of practice of furnishing copies of interchange reports to live-stock agents at U. S. yards.	Do.
	Direct interchange abolished between Soo Line and Belt R. R. at Clearing, and instead the Soo Line interchanges with Belt R. R. at Twenty-second Street, resulting in a saving of 142 engine hours per month.	Oct. 15
	I. H. B. and M. C. station forces at Blue Island consolidated, dispensing with the services of 1 agent and 3 clerks.	Oct. 17
	C. & N. W. and I. H. B. station forces at Irondale consolidated, dispensing with the services of 1 agent and 2 clerks.	Do.
	One-line switching service established at plant of Gilbert & Bennett at Wireton, whereby the B. & O. C. T. handles merchandise direct to Forest Hill station, instead of delivering to C. R. I. & P., and the merchandise is forwarded from Forest Hill station instead of Taylor Street freight station, resulting in a net saving of 16 engine hours per month.	Oct. 30
	M. C. stations at Tolleston and Liverpool discontinued; traffic formerly handled at Tolleston is received at Gary, and Liverpool is made a prepaid station.	Do.
	P. R. R. station at Tolleston discontinued, and the business formerly handled at Tolleston is received at Gary.	Do.
	Furnishing of weights on outbound shipments of live stock discontinued; the weights are now secured by the stock yards joint agency direct from shippers instead of through the Union Stock Yards & Transit Co.	Nov. 1
	C. M. & St. P. R. R. less-than-carload freight house at Fifteenth Street discontinued, which was made possible by the installation of the sailing-day plan for handling less-than-carload shipments of merchandise.	Do.
	Reduction in yard force of N. Y. C. & St. L. at Ashland Avenue, made possible by the change in routing of interchange business in the Ashland Avenue yard.	Nov. 5

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
ILLINOIS—Continued.		
Chicago.....	Rearrangement of car inspection forces of E. J. & E. R. R. at Manhattan, Ill., enabling that road to dispense with the services of 1 car inspector.	1918. Nov. 15
	Rearrangement of repair work and the C. T. H. & S. E. repair track at Blue Island, Ill., discontinued.	Do.
	3 clerks were maintained at Diller Street to make record of cars handled over C. M. & St. P.-P. C. C. & St. L. joint tracks between Union Station and Western Avenue, which arrangement has been discontinued and bills for joint expense based on reports of cars handled rendered by superintendents of the respective lines.	Nov. 20
	E. J. & E. and C. M. & G. freight facilities at Joliet consolidated, the E. J. & E. handling all less-than-carload freight.	Nov. 22
	B. & O. and P. M. passenger trains diverted to the rails of the P. R. R. between Pine Junction and Erie Street, eliminating 6.9 miles per train, or 47,498 miles per annum.	Dec. 1
	P. R. R. Eighteenth Street transfer closed and freight now handled at the Van Buren Street freight house.	Oct. 14
	Car inspection forces of Belt, E. J. & E., C. R. I. & P. and P. R. R. at South Chicago consolidated; work for all above roads now performed by Belt R. R.	Sept. 20
	Point of interchange between C. & O. and Belt R. R. of Chicago changed from Clearing to Eighty-seventh Street.	Oct. 28
	Switch tenders of the C. & A., I. C., and A. T. & S. F. in vicinity of Twenty-first Street and Steward Avenue consolidated.	1919. Jan. 1
	Rearrangement of forces governing train movements at Lake Street on joint tracks of P. C. C. & St. L. and C. M. & St. P., whereby trains are governed by signals from switch tenders stationed at crossovers at this point instead of flagmen.	1918. Oct. 10
	P. C. C. & St. L. Sixteenth Street freight station discontinued, and freight handled at their station at Harrison and Canal Streets, resulting in reduction in force.	Oct. 4
	C. R. I. & P. Fifth Avenue less-than-carload freight house closed, and freight is handled at the Sherman Street inbound freight house of that road.	Nov. 6
	One-line switching service established at American Steel & Wire Co.'s plant at Rockdale. This industry formerly served by C. R. I. & P. and E. J. & E.; the E. J. & E. now performs entire service.	Sept. 5
	A. T. & S. F. engines washed and given minor repairs at E. J. & E. roundhouse, Joliet, instead of running to Corwith, a distance of 31½ miles.	Sept. 4
	E. J. & E. coal and water facilities at Joliet being used by C. R. I. & P. R. R., eliminating necessity of running of engines to Rockdale, a distance of about 6 miles.	Do.
	E. J. & E. and A. T. & S. F. freight houses at Joliet consolidated; E. J. & E. freight house at Cass Street closed.	Sept. 5
	C. B. & Q. turntable at Eola being used by E. J. & E. R. R., avoiding necessity of running engines to Ingallton, a distance of 9 miles.	1919. Jan. 16
	C. B. & Q. and E. J. & E. car and interchange department forces at Eola consolidated.	Do.
	Transfer of C. & A. business from its Glenn transfer house to its Harrison Street house.	Do.
	Arrangement effected whereby stock yards district agency furnishes C. J. R. R. copies of their train sheets, enabling latter company to dispense with services of 3 men.	Do.
Churchill.....	C. & N. W., C. M. & St. P., and N. Y. C. passenger stations consolidated.	Feb. 10
Freeport.....	C. & N. W. and I. C. passenger station forces consolidated.....	1918. Nov. 15
Ladd.....	C. & N. W. and N. Y. C. freight and passenger stations consolidated.	July 23
Seatonville.....	C. & N. W. freight and passenger stations closed; all business being handled by the C. M. & St. P. and N. Y. C. Railroads.	Oct. 8
Spring Valley.....	Car inspection and repair forces, C. & N. W. and C. R. I. & P. consolidated under one joint organization.	Aug. 1
IDaho:		
Burke.....	N. P. and O. W. R. R. & N. freight and passenger station facilities consolidated; N. P. stations discontinued.	July 8
Coeur d'Alene.....	N. P., C. M. & St. P. and S. I. freight stations at Coeur d'Alene and N. P. freight station at Post Falls closed; all business turned over to S. & I. E.	Aug. 18
Iowa:		
Anamosa.....	C. & N. W. and C. M. & St. P. freight and passenger station facilities consolidated; C. M. & St. P. stations closed.	Sept. 10
Ankeny.....	C. & N. W. and Ft. D. D. & S. station facilities consolidated; Ft. D. D. & S. stations closed.	Dec. 12

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
IOWA—Continued.		
Cedar Rapids.....	C. & N. W. and C. R. I. & P. mechanical department facilities consolidated; C. R. I. & P. force handling all work in connection with repairs, etc., of locomotives.	1918. Oct. 11
	Ticket office forces at joint C. & N. W.-C. R. I. & P. passenger station consolidated and the entire organization placed under one joint organization.	Dec. 3
Clinton.....	C. & N. W., C. M. & St. P., C. B. & Q., and C. R. I. & P. mechanical and car department forces consolidated; joint C. B. & Q.-C. R. I. & P. roundhouse and watering station discontinued; C. & N. W. forces repairing and caring for locomotives and cars of the other lines.	Oct. 12
Fort Dodge.....	I. C. now inspecting and cleaning M. & St. L. passenger equipment, eliminating 1 car inspector and saving 2 engine hours per day.	July 27
Grand Junction.....	C. & N. W. and M. & St. L. freight and passenger station forces consolidated; all business handled in C. & N. W. stations, and M. & St. L. freight station closed.	Oct. 15
Le Mars.....	C. St. P. M. & O. and I. C. freight station forces consolidated; C. St. P. M. O. station closed.	Aug. 16
Lyons.....	C. M. & St. P. and C. & N. W. freight and passenger station forces consolidated; all business handled in C. M. & St. P. station and C. & N. W. station closed.	Oct. 3
Marshalltown.....	M. & St. L. and C. & N. W. engine houses consolidated; C. & N. W. engine house closed.	Sept. 1
Mason City.....	M. & St. L. switch engine now being repaired and cared for in C. M. & St. P. engine house, instead of being taken to Marshalltown for this purpose, as formerly.	July 27
	C. G. W. switch engine now being repaired and cared for in C. & N. W. engine house.	Feb. 17
	Practice of defect carding for delivering line defects discontinued....	Aug. 1
Montezuma.....	M. & St. L. and C. R. I. & P. freight and passenger station forces consolidated; M. & St. L. freight and passenger stations closed.	Oct. 13
Rock Rapids.....	C. St. P. M. & O. and I. C. freight and passenger stations consolidated; C. St. P. M. & O. station closed.	Aug. 17
Rolfe.....	C. & N. W. and M. & St. L. freight and passenger station facilities consolidated; C. & N. W. station used by consolidated forces as a passenger station and M. & St. L. station used as a joint freight station.	Oct. 1
Ruthven.....	C. M. & St. P. and M. & St. L. freight and passenger station facilities consolidated; M. & St. L. station closed.	July 27
Tara.....	M. & St. L. and I. C. freight and passenger station forces consolidated..	May 25
Waterloo.....	W. C. F. & N. and C. R. I. & P. freight station forces consolidated; agent of W. C. F. & N. acting as joint agent.	Oct. 1
MICHIGAN:		
Hermansville.....	C. & N. W. and Soo Line passenger and freight station facilities consolidated; C. & N. W. depot being used for passenger business and Soo Line depot for freight business.	Nov. 20
Hubbell.....	Copper Range and Mineral Range freight and passenger station facilities consolidated; Copper Range station closed.	Nov. 14
Ironwood.....	C. & N. W. and Soo Line station forces consolidated.....	Sept. 1
Ishpeming.....	C. & N. W. and D. S. S. & A. freight and passenger stations consolidated; C. & N. W. freight station and D. S. S. & A. passenger station closed.	Sept. 15
Laurium.....	Mineral Range station closed; all business for Laurium handled by agent at Calumet.	Sept. 16
Negaunee.....	C. & N. W. and D. S. S. & A. freight and passenger station facilities consolidated; D. S. S. & A. freight station discontinued.	July 1
Dollar Bay.....	Copper Range and Mineral Range freight and passenger stations consolidated; M. R. facilities discontinued.	Dec. 1
Republic.....	C. & N. W., C. M. & St. P., and D. S. S. & A. freight and passenger stations consolidated; C. & N. W. and D. S. S. & A. stations closed.	Sept. 3
Upper Mills.....	Mineral Range and Copper Range freight and passenger stations consolidated; M. R. facilities discontinued.	1919. Jan. 13
MINNESOTA:		
Biwabik.....	D. & I. R. and D. M. & N. station facilities consolidated; D. M. & N. station closed.	1918. Aug. 10
Chaska.....	C. M. & St. P. and M. & St. L. stations consolidated; C. M. & St. P. freight station closed.	Aug. 12
Deerwood.....	Soo Line discontinued operation between Deerwood and Ironhub, Minn., business being turned over to N. P., and Deerwood station closed.	June 10
Duluth-Superior terminals.	Sunday interchange, except for live stock and perishable freight, discontinued.	Apr. 15
	Freight business of N. P., D. S. S. & A., and C. St. P. M. & O. consolidated and handled in freight house of C. St. P. M. & O., at Superior, and freight stations of N. P., Soo and D. S. S. & A. closed.	June 15
	Merchandise docks consolidated, and all tonnage east and west bound diverted to N. P. dock at Duluth, thereby reducing engine hours and expense of handling tonnage.	May 6

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
MINNESOTA—Continued. Duluth-Superior terminals.	N. P. and G. N. freight stations at Central Avenue, Superior, consolidated; G. N. station closed.	1919, July 15
	Rearrangement of car checking forces put into effect at Rices Point, Duluth, resulting in reduction of car checkers.	Oct 1
	Freight station facilities of the C. St. P. M. & O., N. P., and D. S. S. & A. at Superior East End consolidated; all business being handled in C. St. P. M. & O. station, and the N. P. and D. S. S. & A. stations closed.	Aug. 7
	C. St. P. M. & O. and Soo Line passenger station facilities at Superior consolidated.	Dec. 1
	C. St. P. M. & O. and D. & I. R. Endion freight stations at Duluth consolidated, and all business for both roads performed in C. St. P. M. & O. station.	Jan. 1
	G. N. passenger engines now cared for in N. P. engine house at Duluth, eliminating light movement of G. N. passenger power between depot at Duluth and engine house at Superior.	1918, Nov. 1
	D. M. & N. and D. & I. R. freight and passenger stations consolidated; D. M. & N. stations closed and all business being handled by D. M. & N. in D. & I. R. stations.	Aug. 10
	C. & N. W. and C. St. P. M. & O. freight stations consolidated; C. St. P. M. & O. station closed.	May 23
	M. & St. L. and G. N. station facilities consolidated; G. N. station closed.	May 22
	C. & N. W. and C. St. P. M. & O. freight station facilities consolidated; C. & N. W. station closed.	May 23
Eveleth.....	G. N. and N. P. freight and passenger station facilities consolidated; N. P. stations closed.	Aug. 13
Fairmont.....	C. M. & St. P. abandoned its line between these points, and this territory now served exclusively by the C. G. W.; C. M. & St. P. stations at Waterford, Wallace, and Randolph closed.	Nov. 10
Hopkins.....	C. St. P. M. & O. and C. R. I. & P. freight and passenger stations consolidated; C. St. P. M. & O. facilities discontinued.	1919, Feb. 20
Mankato.....	G. N. and N. P. freight and passenger facilities consolidated; M. P. stations closed.	1918, Sept. 1
Morris.....	C. M. & St. P. and C. St. P. M. & O. freight station forces consolidated.	June 15
Northfield to Cannon Falls.	C. M. & St. P., C. St. P. M. & O. and N. P. freight station facilities consolidated; C. St. P. M. & O. freight station closed.	June 18
Pipestone.....	C. G. W. and C. M. & St. P. freight and passenger station facilities consolidated; C. M. & St. P. stations closed.	Aug. 1
Red Lake Falls.....	Car inspection forces of all roads consolidated.	May 1
Shakopee.....	One-line transfer service established between C. M. & St. P. lower Saint Paul yard and G. N. Third Street yard.	May 15
Stillwater.....	C. St. P. M. & O. stock trains routed to Hoffman Avenue through C. M. & St. P. lower yard, instead of via C. M. & St. P. union depot, resulting in saving of engine hours.	Do.
Taopi.....	Direct interchange abolished between C. St. P. M. & O. East Saint Paul yard and G. N. at Prince Street, and is now being made direct by C. St. P. M. & O. to Como Avenue.	May 20
Twin Cities terminals.	One-line transfer service established between Minnesota Transfer and C. St. P. M. & O. East Minneapolis yard; Minnesota Transfer engines making delivery into C. St. P. M. & O. East Minneapolis yard.	May 10
	One-line transfer service established between Minnesota Transfer and G. N. Union Yard; Minnesota Transfer engines handling all traffic between points named.	May 1
	Interchange of empty cars between C. R. I. & P. and C. B. & Q. made at Newport instead of at Minnesota Transfer.	May 21
	C. R. I. & P. now deliver cars for points west of Hopkins at Farmington, instead of at Minnesota Transfer.	May 10
	One-line transfer service established between C. G. W. and G. N. at Minneapolis Union yard.	May 17
	Direct interchange abolished from C. St. P. M. & O. to Soo Line and M. & St. L. to C. G. W., Hennepin Avenue station, and interchange now made at Minnesota Transfer, resulting saving of engine hours.	May 7
	Direct interchange abolished between C. St. P. M. & O. and M. & St. L. connection, near G. N. station, Minneapolis, and C. St. P. M. & O. now make delivery to M. & St. L. at Lyndale yard.	May 9
	Interchange abolished from Soo Line to C. St. P. M. & O. through N. P., and delivery made direct to C. St. P. M. & O. at Fourteenth Avenue.	May 13
	N. P. and M. & St. L. freight station forces consolidated; M. & St. L. freight station closed.	July 1
	C. St. P. M. & O. now backing passenger equipment into Union Station by use of air hose, instead of by pilot engine as formerly.	July 15
	Interchange of head of lakes business between C. M. & St. P. and N. P. now made via Minnesota Transfer, instead of through Third Street yard as formerly.	July 22

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
MINNESOTA—Continued.		
Twin Cities terminals.	Over, short, and damage reports discontinued at Minnesota Transfer, and necessary information shown on passing reports.	1919. Aug. 15
	Freight service of C. St. P. M. & O. rearranged whereby merchandise is sent to Minnesota Transfer to be loaded into district cars, which enabled the C. St. P. M. & O. to close its Fillmore Avenue freight station.	Sept. 19
	C. M. & St. P. and M. & St. L. freight and passenger facilities at St. Louis Park consolidated; C. M. & St. P. facilities discontinued.	Dec. 20
Virginia.....	D. & I. R. and D. M. & N. freight and passenger station facilities consolidated; D. & I. R. stations closed.	Aug. 10
Walker.....	G. N. and M. & I. freight and passenger station facilities consolidated; M. & I. station closed.	Sept. 1
MONTANA:		
Billings and Laurel..	G. N. engine terminal and station facilities, repair tracks, etc., consolidated with N. P. facilities. G. N. facilities discontinued and switch engine taken off.	July 28
Butte.....	G. N. and N. P. freight houses consolidated; all business handled in N. P. freight house, and the G. N. freight house leased to outside parties.	Oct. 7
	B. A. & P. R. R. less-than-carload business consolidated with the C. M. & St. P. business, and the B. A. & P. freight house closed.	Do.
	O. S. L. freight house closed and its business consolidated with the C. M. & St. P.	Do.
Choteau.....	C. M. & St. P. and G. N. freight and passenger stations consolidated; C. M. & St. P. station closed.	Aug. 19
Deer Lodge.....	N. P. and C. M. & St. P. freight and passenger station facilities consolidated; N. P. stations closed and all business handled in C. M. & St. P. stations.	Nov. 4
Great Falls.....	C. M. & St. P. and G. N. freight and passenger stations roundhouses, car departments, and yard terminals consolidated; C. M. & St. P. facilities discontinued.	July 30
Helena.....	N. P. and G. N. freight and passenger station facilities consolidated; G. N. stations closed.	Aug. 5
Lewistown.....	N. P. and G. N. freight and passenger stations and engine house facilities consolidated; G. N. facilities discontinued.	
Silver Bow.....	N. P. and O. S. L. car repair forces consolidated; work now being done by O. S. L. forces for both roads.	Nov. 15
Willow Creek.....	N. P. and C. M. & St. P. station facilities consolidated; N. P. depot used as a joint passenger station and C. M. & St. P. depot used as a joint freight station.	July 18
NEBRASKA:		
Davenport.....	C. & N. W. and St. J. & G. I. freight and passenger station facilities consolidated; St. J. & G. I. station closed.	Sept. 1
David City.....	C. & N. W. and U. P. freight and passenger station facilities consolidated; C. & N. W. station closed.	Do.
Jackson.....	C. St. P. M. & O. and C. B. & Q. freight and passenger station facilities consolidated; C. St. P. M. & O. facilities discontinued.	Nov. 29
Laurel.....	C. St. P. M. & O. and C. B. & Q. freight and passenger stations consolidated; C. B. & Q. facilities discontinued.	June 5
Lincoln.....	C. & N. W.-M. P. freight and passenger station facilities made joint with U. P.	Feb. 19
Norfolk.....	C. & N. W., C. St. P. M. & O., and U. P. interchange inspection forces consolidated; all work now being done by forces furnished by C. St. P. M. & O. R. R.	1918. Dec. 16
NORTH DAKOTA:		
Ardock.....	G. N. and Soo freight and passenger station facilities consolidated; Soo Line stations closed.	Nov. 21
Bisbee.....	G. N. and Soo Line freight and passenger station facilities consolidated; Soo Line stations closed.	Dec. 5
Conway.....	G. N. and Soo Line freight and passenger station facilities consolidated; G. N. facilities discontinued.	Dec. 1
Lansford.....	G. N. and Soo Line freight and passenger station facilities consolidated; Soo Line stations closed.	Nov. 2
Leeds.....	G. N. and N. P. freight and passenger station facilities consolidated; N. P. facilities discontinued.	Dec. 1
Omamee.....	G. N. and Soo Line freight and passenger station facilities consolidated; Soo Line facilities discontinued.	Dec. 15
Rolette.....	G. N. and Soo Line freight and passenger station facilities consolidated; G. N. facilities discontinued.	Dec. 20
Wyndmere.....	N. P. and M. St. P. & S. S. M. freight and passenger station facilities consolidated; N. P. station closed.	Aug. 1
OREGON:		
Beaverton.....	O. E. station closed; all business handled through S. P. station.....	Aug. 14
Corvallis.....	O. E. turned over considerable of its freight business to S. P., reducing its station force.	Do.
Forest Grove.....	O. E. station closed; business handled through S. P. station.....	Do.
Portland.....	G. N. passenger station abandoned and that line now using Union Station.	July 4
Woodburn.....	O. E. station closed and the business handled through the S. P. station.	Aug. 14

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
SOUTH DAKOTA:		
Hot Springs.....	C. & N. W. and C. B. & Q. freight and passenger station facilities consolidated; C. & N. W. freight station used jointly by both lines, and the C. B. & Q. freight station closed.	1918. Dec. 15
Huron.....	C. & N. W. and G. N. freight and passenger stations, engine terminals, car-repairing and car-cleaning facilities consolidated; G. N. facilities discontinued.	Aug. 15
Melette.....	C. M. & St. P. and M. & St. L. freight and passenger stations consolidated; C. M. & St. P. facilities discontinued.	Dec. 4
Mission Hill.....	C. & N. W. and G. N. freight and passenger station facilities consolidated; C. & N. W. facilities abandoned.	Nov. 18
Northville.....	C. & N. W. and M. & St. L. freight and passenger station forces consolidated; all business handled in C. & N. W. stations; M. & St. L. stations closed.	Oct. 25
Sioux Falls.....	C. M. & St. P. switch engines washed out in C. St. P. M. & O. roundhouse, eliminating necessity of running engines to Sioux City for this purpose.	1919. Jan. 20
Watertown.....	M. & St. L. and C. R. I. & P. station and mechanical forces consolidated.	Mar. 1 1918.
Wentworth.....	C. M. & St. P. and W. & C. F. freight and passenger station facilities consolidated; C. M. & St. P. facilities discontinued.	Nov. 22
WASHINGTON:		
Ballard.....	G. N. and N. P. freight and passenger station facilities consolidated; N. P. stations closed.	July 29
Buena.....	N. P. and O.-W. R. R. & N. freight and passenger stations consolidated; N. P. station closed.	July 31
Centralia.....	O.-W. R. R. & N. and N. P. mechanical department facilities consolidated; N. P. forces performing work for both companies.	Aug. 12
Centralia and Chehalis.	N. P. now handles bulk of less-than-carload business at these points, enabling C. M. & St. P. to reduce forces.	Sept. 14
Cosmopolis.....	N. P., C. M. & St. P., and O.-W. R. R. & N. freight and passenger stations and engine terminal facilities consolidated; N. P. freight and passenger stations closed; all business handled in joint O.-W. R. R. & N.-C. M. & St. P. station.	June 10
Dayton.....	N. P. and O. W. R. R. & N. freight and passenger station facilities consolidated; N. P. stations closed.	July 31
Donald.....	N. P. and O. W. R. R. & N. freight and passenger station facilities consolidated; N. P. station closed.	Do.
Everett.....	C. M. & St. P. G. N. and N. P. freight and passenger station facilities consolidated; C. M. & St. P. and N. P. stations closed.	Aug. 26
Farmington.....	N. P. abandoned its line between Farmington and Hayfield, and closed its freight station at Farmington.	Oct. 1
Hoquiam.....	N. P. and O. W. R. R. & N. mechanical facilities consolidated; O. W. R. R. & N. forces doing work for both companies.	July 1
Newport.....	C. M. & St. P. and G. N. freight and passenger station facilities consolidated; C. M. & St. P. passenger station closed.	Aug. 8
Seattle.....	N. P. Terry Avenue freight station closed, resulting in saving in salaries of clerks and switching.	Aug. 21
Spokane.....	C. M. & St. P. has taken over handling of business of the O. W. R. R. & N. and S. L., which enabled the latter companies to close their freight houses.	Aug. 1
Tacoma.....	N. P. and C. M. & St. P. passenger station facilities consolidated; C. M. & St. P. passenger station closed.	Aug. 7
	G. N. freight train service between Seattle and Portland discontinued, enabling it to close its freight station, storehouse, and roundhouse.	July 25
	N. P. and O. W. R. R. & N. freight station facilities consolidated; all business being handled in N. P. station, and O. W. R. R. & N. freight station discontinued.	July 28
Montesano.....	N. P. C. M. & St. P. and O. W. R. R. & N. freight and passenger facilities consolidated; N. P. freight and passenger stations closed; business handled in joint O. W. R. R. & N.-C. M. & St. P. station.	June 10
WISCONSIN:		
Arpin.....	C. & N. W. and Soo Line freight and passenger station facilities consolidated; Soo Line facilities discontinued.	Oct. 29
Ashland.....	C. & N. W. and C. St. P. M. & O. freight stations consolidated; C. & N. W. station closed.	May 23
Bay View.....	Joint interchange inspection as between C. M. & St. P. and C. & N. W. discontinued.	Aug. 1
Chippewa Falls.....	C. M. & St. P. and Soo Line freight station facilities consolidated; C. M. & St. P. station closed.	Sept. 18
Fairchild.....	C. St. P. M. & O. and F. & N. E. freight and passenger stations consolidated; F. & N. E. facilities discontinued.	Nov. 1
Fond du Lac.....	C. M. & St. P. engines in need of test or repairs now taken care of by the Soo Line at its north Fond du Lac plant, eliminating necessity of running these engines to Milwaukee, a distance of 75 miles.	1919. Jan. 1
Green Bay.....	C. & N. W., C. M. & St. P. and G. B. & W. car inspection and repair forces on interchange track consolidated under one joint organization.	Sept. 1

TABLE 2.—*Unification of terminal and station facilities, Jan. 1 to Dec. 31, 1919—Contd.*

Station.	Description.	Effective date.
WISCONSIN—Continued.		
Manitowoc.....	Forces of C. & N. W., Soo Line, Pere Marquette, and Ann Arbor, inspecting cars delivered from the ferry, consolidated and delivering line inspection accepted.	1919. Aug. 24
Plover.....	G. B. & W. and Soo Line stations consolidated; Soo Line freight and passenger stations discontinued.	Dec. 5
Milton Junction.....	C. & N. W. and C. M. & St. P. freight and passenger station forces consolidated.	Aug. 25
Milwaukee terminals.	Car department clerical forces of C. M. & St. P. and C. & N. W. consolidated.	July 17
	C. M. & St. P. and Soo Line freight car repair and inspection forces consolidated; C. M. & St. P. hauling repair work and inspection for both roads.	Sept. 1
	C. M. & St. P. Menominee Valley joint track switching and C. & N. W. Mitchell yard and Menominee Belt joint track switching now supervised by one joint yardmaster, instead of yardmaster being employed by each road as formerly.	Aug. 26
	C. & N. W. and C. M. & St. P. checkers for empty beer packages and receipting for beer cars consolidated; C. M. & St. P. station and employees now used for handling this work.	July 15
	C. M. & St. P. and P. M. joint car inspection at P. M. ferry dock dispensed with; each road agreeing to accept the other road's inspection.	Oct. 9
	C. M. & St. P., C. & N. W., and Soo Line yard clerk forces in Menominee Belt district consolidated.	Oct. 7
	G. T., C. & N. W. and C. M. & St. P. car inspection forces consolidated Stowell Street station on the C. M. & St. P. closed and forces consolidated with the Beecher Street station of the C. & N. W.	Do. Nov. 1
Nekoosa.....	C. & N. W., C. M. & St. P. and M. St. P. & S. S. M. freight and passenger station force (consolidated); the forces of the C. M. & St. P. handling the business of all three lines.	Sept. 10
Park Falls.....	C. St. P., M. & O. and M. St. P. & S. S. M. freight and passenger station facilities consolidated; C. St. P. M. & O. stations closed.	Sept. 21
Plymouth.....	C. & N. W. and C. M. & St. P. freight and passenger station forces consolidated.	Aug. 15
Port Edwards.....	C. & N. W., C. M. & St. P. and M. St. P. & S. S. M. freight and passenger station forces consolidated.	Sept. 16
Rhineland.....	C. & N. W. and Soo Line car repair and inspection forces on interchange track consolidated under one joint organization; the Soo Line forces now doing work for both lines.	Sept. 1
Rockland.....	C. & N. W. and C. M. & St. P. freight and passenger station facilities consolidated; C. M. & St. P. stations closed.	Sept. 6
Racine Junction.....	C. & N. W. and C. M. & St. P. car inspection forces consolidated.....	Aug. 1
Rothschild.....	C. M. & St. P. and C. & N. W. freight station forces and facilities consolidated; C. & N. W. facilities discontinued.	Jan. 4
State Hospital.....	C. & N. W. depot moved to location between the Soo Line and C. & N. W. tracks and used by consolidated forces. Soo Line station closed.	1918. Oct. 24
Van Dyne.....	C. & N. W. and Soo Line freight and passenger station facilities consolidated; C. & N. W. station closed.	Dec. 2
Watertown Junction.	C. & N. W. and C. M. & St. P. passenger station forces consolidated; C. M. & St. P. force handling the business of the C. & N. W.	Sept. 14
Waukesha.....	C. & N. W. and Soo Line car inspection and repair forces consolidated; all work being performed by the forces of the Soo Line.	Aug. 1
Woodman.....	C. & N. W. and C. M. & St. P. freight and passenger station facilities consolidated. C. & N. W. stations closed.	July 1
BRITISH COLUMBIA:		
New Westminster and Vancouver.	As a result of discontinuing train service between Vancouver, British Columbia, and Sumas, Wash., by the N. P., which service is now taken care of by the G. N., the freight stations of N. P. at New Westminster and Vancouver discontinued.	Aug. 13
Hanover to Lewistown, Mont.	Great Northern has abandoned its tracks between these points, and its trains are now being operated over the C. M. & St. P. track, eliminating necessity for maintenance.	Aug. 8
Bellingham, Wash.....	C. M. & St. P. barge transfer service between Bellingham and Everett discontinued; all business between these points now handled by G. N.	July 18
Farmers Grain & Shipping R. R.	Forces of G. N. and the Farmers Grain & Shipping R. R. consolidated	Nov. 15
Engineering departments D. S. S. & A., M. R. and Soo Line.	Engineering department forces of D. S. S. & A. and the M. R. R. R. consolidated with the engineering forces of the Soo Line.	1919. Mar. 1

TABLE 3.—*Unification of terminal and station facilities—Joint switching arrangements put in effect Jan. 1 to Dec. 31, 1919.*

Station.	Railroads formerly performing switching service.	Railroads now performing switching service.	Date effective.	Estimated engine hours saved per annum.
IDAHO:				
Coeur d'Alene.....	C. M. & St. P., N. P., S. & I. E.	N. P.....	May 20, 1918	265
Sand Point.....	G. N., N. P., S. I.....	N. P.....	do.....	183
ILLINOIS:				
North Chicago and Waukegan.	C. & N. W., E. J. & E.....	E. J. & E.....	July 1, 1918	2,555
IOWA:				
Cedar Rapids.....	C. & N. W., C. R. I. & P., I. C.	C. R. I. & P.....	June 1, 1918	2,890
Do.....	C. R. I. & P., I. C.	C. R. I. & P.....	May 23, 1918	365
Davenport.....	C. M. & St. P., C. R. I. & P.	C. M. & St. P.....	May 6, 1918	730
Des Moines.....	C. & N. W., M. & St. L., C. R. I. & P.	M. & St. L.....	Aug. 16, 1918	3,650
Dubuque.....	C. M. & St. P., C. G. W., C. B. & Q., I. C.	C. M. & St. P.....	May 16, 1918	2,190
Sioux City.....	C. M. & St. P., C. St. P. M. & O., C. & N. W., G. N., I. C.	I. C.....	May 1, 1918	974
MINNESOTA:				
Duluth-Superior terminals.	G. N., Soo, N. P.....	N. P.....	May 21, 1918	12,167
Do.....	Soo, G. N., L. S. T. & T....	L. S. T. & T....	May 12, 1918	1,279
Do.....	N. P., Soo.....	N. P.....	July 1, 1918	639
Hopkins.....	G. N., M. & St. L.....	M. & St. L.....	May 22, 1918	2,920
Sauk Rapids.....	N. P., G. N.....	N. P.....	May 20, 1918	365
Twin Cities terminals.....	G. N., N. P., C. St. P. M. & O., M. T.	M. T.....	May 6, 1918	1,825
Do.....	C. M. & St. P., St. P. U. D.	St. P. U. D.....	Aug. 1, 1918	2,920
Do.....	C. M. & St. P., M. & St. L.	M. & St. L.....	Sept. 27, 1918	936
MONTANA:				
Butte.....	G. N., B. A. & P.....	B. A. & P.....	Dec. 5, 1918	2,920
OREGON:				
East Portland.....	O. W. R. R. & N., So. Pae...	So. Pae.....	July 31, 1918	3,598
SOUTH DAKOTA:				
Watertown.....	M. & St. L., C. R. I. & P...	M. & St. L.....	Mar. 1, 1919	384
WASHINGTON:				
Bellingham.....	G. N., B. & N.....	G. N.....	May 14, 1918
Do.....	G. N., B. & N.....	B. & N.....	July 2, 1918	730
Buena Vista.....	O. W. R. R. & N., N. P.....	N. P.....	Sept. 30, 1918	91
Everett.....	N. P., G. N., C. M. & St. P.	Alternate.....	May 12, 1918
Seattle and Auburn.....	C. M. & St. P., O. W. R. R. & N., G. N., N. P.	N. P.....	Aug. 7, 1918	4,380
Sedro Woolley.....	N. P., G. N.....	N. P.....	Aug. 5, 1918	547
Spokane.....	C. M. & St. P., O. W. R. R. & N., S. I.	C. M. & St. P.....	Aug. 1, 1918	5,840
Sumner.....	C. M. & St. P., O. W. R. R. & N., N. P.	N. P.....	May 15, 1918	365
Do.....	O. W. R. R. & N., C. M. & St. P., N. P.	C. M. & St. P.....	July 20, 1918	132
Walla Walla.....	N. P., O. R. & N.....	N. P.....	June 10, 1918	1,947
WISCONSIN:				
Beloit.....	C. & N. W., C. M. & St. P.	C. & N. W.....	Sept. 23, 1918	312
De Pere.....	C. & N. W., C. M. & St. P.	C. & N. W.....	June 1, 1918	365
La Crosse.....	C. M. & St. P., C. B. & Q.	C. M. & St. P.....	May 10, 1918	274
Milwaukee.....	C. M. & St. P., C. & N. W.	Alternate.....	Sept. 26, 1918	2,920
Menasha.....	C. M. & St. P., C. & N. W.	C. & N. W.....	Feb. 12, 1919
Racine Junction.....	C. M. & St. P., C. & N. W.	C. M. & St. P.....	June 22, 1918	1,582
Waukesha.....	C. & N. W., Soo.....	C. & N. W.....	June 1, 1918	487
Rice Lake.....	C. St. P. M. & O., Soo.....	C. St. P., M. & O.	Jan. 1, 1919	552
Wausau.....	C. M. & St. P., C. & N. W....	C. & N. W.....	May 20, 1918	668
Total.....				64,947

DISTRICT AGENCY, UNION STOCK YARDS, CHICAGO, ILL., JAN. 1 TO DEC. 31, 1919.

The district agency in the Union Stock Yards at Chicago was inaugurated in August, 1918, and it seems appropriate to outline the details of its operation, and the results obtained during the year 1919.

Prior to the inauguration of the joint agency, the district, which is comprised of what is known as the "Union Stock Yards, packing town, and central manufacturing district" was served by 23 trunk lines and 2 switching lines, a total of 25, all of which maintained separate offices either in the district or uptown.

The joint agency is located in the Live Stock Exchange Building, where all of the commission merchants and traders are located in the immediate vicinity.

Originally the joint agency, I might say, was strongly opposed by many of the prominent shippers. These, without exception, now heartily indorse the agency. In fact, recently the traffic manager of one of the largest shippers, in asking his subordinate for a report as to any complaints he had in connection with the operation of the joint agency, was advised that as a whole their business was being handled 100 per cent, this being especially true in the handling of their peddler car service, which had always been more or less troublesome and aggravating.

Briefly, an outline of the organization and its operation is as follows:

(1) *Organization*.—The organization comprises the following:

- 1 general agent.
- 2 assistant general agents; 1 in charge of the office and 1 assigned to outside work.
- 1 chief clerk.
- 162 clerks.

The 162 clerks are classified into departments similar to a local freight office. Each department has its head and handles all traffic matters on both inbound and outbound traffic.

The activities of the agency are not confined to packing-house receipts and products, but include the business of all other industries in the district.

The operation of the joint agency compared with the former practice of maintaining individual offices, results in a decrease of 14,777 man-hours per month, as indicated in Table 4.

(2) *Centralization of live stock (inbound counter)*.—Prior to the consolidation, consignees necessarily were forced to go to one of the 25 individual agencies in order to transact their business relative to live-stock receipts. There has been a special counter set aside in the agency for inbound freight. It is well located and easily accessible to the public. The benefit of this one department can readily be appreciated.

(3) *Centralization of live stock (outbound counter)*.—Similar to the inbound counter, there is an outbound counter where all shippers of outbound live stock and other freight may transact their business. This counter is equally as well located and as readily accessible as the inbound counter.

(4) *Collection bureau*.—The agency has a collection bureau with sufficient force to take care of all the collection in the district. In addition to collections in the district, arrangements have been made whereby the industries who have outlying stations throughout the city must pay their freight charges for these outlying stations through the office of the joint agency. For example: Armour & Co. may have a branch station in Hawthorne, located on the C., B. & Q. Instead of remitting direct through the mails to the agent of the C., B. & Q. at Hawthorne, they remit to the joint agency. The particular benefit of this arrangement is that it enables the packers to make one daily payment covering all of their transaction in the city of Chicago. They average about 20 bills per day each for their outlying stations.

Under this plan the joint agent receipts the freight bills and passes the checks to the agents to whom remittances would be made under old arrangement. The shippers are benefited not only by the convenience of being able to remit right next door, but they have the return of their receipted freight bills within the hour, whereas under the previous plan they did not get receipted bills from 24 to 72 hours after paid.

These collections for outside agencies are handled along with the other work, and it is estimated that two men's time relieves the burden of checking up these collections in 25 offices.

The collection bureau is the means of the railroads getting their money much quicker than formerly, and materially reduces their uncollected accounts. Just as an example, on August 31, 1918, about the time the joint agency was established, the uncollected freight bills for railroads in the district totaled \$610,449.25, as against \$172,807.20 October 1, 1919 (13 months' operation of joint agency), a decrease of \$437,642.05. This is in the face of an increase in business of 40 per cent. Details are shown in Table 5.

The earnings to date of the joint agency approximate \$3,500,000 per month.

(5) *Standardization of uniform combination bill of lading, waybill and peddler car form*.—A standard uniform waybill and bill of lading was prescribed by the division of accounting. It was found that the needs of the stock-yards district in Chicago called for a combination waybill and bill of lading in order to facilitate the keeping of records and expedite the movement of cars, especially peddler cars.

The joint agency, under the direction of the terminal manager, and with the assistance of the shippers, drew up a special form which conformed to the uniform blank

prescribed by the division of accounting and at the same time combined the way-billing, bill of lading, delivery receipt, and shippers' memorandum. This combination bill is used by Swift, Armour, Morris, and Wilson & Co., and they are made up in their respective offices. The agency, of course, furnishes the blanks, as it is required to do for any shipper, but the billing being done by the shippers themselves eliminates a great deal of work on the part of the agency; in fact there is a saving of something like \$1.30 per hundred bills. The fact that all outbound freight from the packing houses is prepaid makes it possible to carry on this operation. The shipment, when loaded, can go forward without the revenue billing, the rates for which are checked by the agency, and the inspection bureau makes their check against weights, contents, etc., the revenue billing following the car by mail. Thus shipments are enabled to go forward promptly with memorandum billing without being delayed awaiting revenue billing. This practice has been approved by the division of accounting.

(6) *Standardization of uniform improved perishable car card.*—A special card has been designed by the joint agency and is used in shipments of outbound perishables from the district. This card is posted on the outside of the car, and shows complete information as to shipper, consignee, destination, contents, weights, and practically everything except the charges. Under this uniform carding arrangement a shipment may go forward without delay which might be occasioned by separation from the billing. It is always readily identified by this card.

(7) *Permits.*—Export shipments and many domestic shipments require permit for loading and forwarding. These permits on outbound traffic from the district are all handled through the joint agency, so that any information as to permits or special requirements that are placed on outbound shipments can readily be obtained from the agency, without the shipper having to go to the individual railroads. The joint agency is held responsible for loading in violation of permits.

(8) *Claims.*—The joint agency receives claims and forwards them to the proper railroad. They do not carry on investigations and make settlements, but their records being so readily accessible, and of course consolidated, greatly facilitates the investigation of claims arising out of shipments destined to or from the district. I might say, however, that there are some minor investigations made by the organization of the joint agency when it is found they can do it to the best advantage.

In the handling of claims through the joint agency, it again gives the shippers the advantage of one centrally located place at which to file their claims.

(9) *Standardization of drovers' pass bureau.*—Prior to the establishment of the joint agency, the shippers in securing their "return" drovers' passage necessarily had to apply to the individual railroads scattered throughout the district and uptown. A room has been set aside on the ground floor of the Chicago Live Stock Exchange with three or four clerks whose time is devoted to the issuance of "return" drovers' tickets. The establishment of this office has eliminated a great deal of work on the part of the individual railroads, in fact the heavy stock shipping lines previously were required to maintain a department in Chicago which did nothing else but issue these "return" drovers' tickets.

By having the agency handle these "return" drovers' tickets, there are many abuses in the use of same which are corrected owing to the fact that experienced men who know the rules and regulations of all the railroads handle same, and as all of the records are in the hands of the agency it is not possible to abuse the privilege by obtaining excessive transportation.

(10) *Car supply—outside assistant general agent.*—In section 1, under organization, I referred to two assistant general agents, one in charge of the office and the other assigned to outside work. The assistant general agent assigned to outside work is held responsible for all outside operations. His entire activities are devoted to work in the yards and at the loading chutes. He is clothed with sufficient authority to do the job well, and the arrangement has worked out very nicely, as evidenced by the smooth and orderly manner in which the traffic is moved in and out of the district.

He is particularly conversant with the needs in connection with supply of equipment, and under the pooling arrangement which we have in effect there is absolutely no excuse for a shortage of equipment in outbound business from the district on any one line. In conjunction with the terminal manager's office, the outside general agent distributes the equipment to the best advantage. If it should so happen that any particular railroad has heavy eastbound loading, either of live stock or for box or refrigerator equipment, and that particular line is not in position to furnish the required equipment, the outside general agent sees that the situation is properly taken care of. All car orders for outbound shipments are handled through the joint agency.

(11) *Expenses and accounting.*—The expenses of the joint agency are divided on what is called the "unit basis." Under this basis the expenses of the individual

railroads vary in accordance with the amount of business the joint agency does for them. For example: The main office expenses are divided according to the number of waybills and freight bills for each line. Expenses at the loading chutes are divided on the basis of number of cars handled for each line. Expenses incurred at interchange points are prorated on the basis of number of cars handled in interchange for each line. The collection bureau, which is of equal benefit to all, is prorated equally between interested lines. The management and overhead is divided on a percentage basis, charged against the several units, i. e.:

	Per cent.
Main office.....	50
Loading chutes.....	20
Interchange.....	25
Collection bureau.....	5

In the division of expenses, should anyone desire special data or special reports to be made, that railroad is charged with the actual cost of this data or report, the total cost of the agency being credited with this charge.

The clearances and remittances of the individual railroads by the joint agency is made through one source, the Chicago Junction Railroad, so that all moneys go through that one road's accounts. This facilitates a great deal the handling of the accounting in connection with the agency, as it leaves them with but one railroad to deal with. The Chicago Junction maintains a small force in the office the joint agency occupies, who devote their time exclusively to these accounts.

In connection with the accounts of the joint agency, a check was made by the auditor's committee as of May 1, 1919. The records were found in excellent condition and the terminal manager received a very complimentary letter from this committee, which reads, in part, as follows:

"The consolidation has provided an orderly manner in which business may be transacted, and great credit is due shippers for their hearty cooperation with the terminal manager's organization in order that best possible results could be obtained."

The above report brings out one feature of the joint agency which can not be overlooked, and that is, it has provided a point of contact between the railroads and the packing industry as well as other commercial enterprises in the district, which has and will continue to work to a distinct advantage to all concerned, and has been the means of bringing about a more thorough understanding and closer cooperation between the transportation lines and the shippers than it was possible to do under the old arrangement.

TABLE 4.—Statement showing man hours required in operation of stock yards district agency, Chicago, as compared to operation of separate offices by individual lines.

Prior to consolidation:

Approximate man hours per month, separate agencies, Union Stock Yards. 43,278
 Approximate man hours per month, operations performed at local offices
 (down town) now being performed by joint agency..... 6,240

Total..... 49,518

Since consolidation:

Actual average man hours per month, joint operation..... 34,741

Decrease..... 14,777

Per cent..... 29.8

TABLE 5.—Comparative statement, uncollected freight bills, stock yards district agency, Chicago.

ACCOUNTS HANDLED AT UNION STOCK YARDS PRIOR TO CONSOLIDATION JOINT AGENCY.

	September, 1919.	August, 1918.	Decrease.
C., M. & St. P.....	\$15,707.90	\$64,069.58	\$48,361.68
C. & N. W.....	24,089.91	78,149.75	54,059.84
M. C.....	21,222.96	326,583.18	302,360.22
P. Co.—W. L.....	178,821.81	21,205.75	57,616.06
P., C., C. & St. L.....	¹ 29,461.99	37,709.51	8,247.52
C., B. & Q. (received L. S. only).....	502.63	82,731.48	82,228.85
Total.....	172,807.20	610,449.25	437,642.05

¹ United States Government freight, \$68,912.

² United States Government freight, \$11,886.

Interest on \$437,642.05 at 6 per cent per annum, \$26,258.52.

TABLE 5.—*Comparative statement, uncollected freight bills, stock yards district agency, Chicago—Continued.*

BUSINESS HANDLED IN ACCOUNTS OF DOWN-TOWN LOCAL OFFICES PRIOR TO CONSOLIDATION—NOW HANDLED BY JOINT AGENCY.

	Uncollected, September, 1919.		
	Freight received.	Prepaid forwarded.	Total.
A., T. & S. F.....	\$2,916.62	\$3,793.19	\$6,709.81
B. & O.....	195.99	9,155.96	9,351.95
C., B. & Q.....	7,098.48	4,805.90	11,904.38
C. G. W.....	1,061.77	936.91	1,998.68
C., I. & L.....	946.20	5,570.29	6,516.49
C., R. I. & P.....	8,162.03	1,957.03	10,119.06
C. & A.....	5,584.65	2,566.90	8,151.55
C. & E. I.....	2,610.80	4,682.67	7,293.47
C. & O.....		554.36	554.36
Erie.....	8.50	9,069.63	9,078.13
G. T.....	2,143.09	9,408.64	11,551.73
I. C.....	13,419.08	16,015.22	29,434.30
Soo Line.....	590.11	843.68	1,433.79
N. Y. C.....	505.40	23,174.36	23,679.76
N. Y., C. & St. L.....	2,261.51	5,109.54	7,371.05
P. M.....	50.71	1,472.33	1,523.04
Wabash.....	12.48	8,866.99	8,879.47
C. J.....		384.00	384.00
I. H. B.....	1,138.81	1,174.12	2,312.93
Total.....	48,706.23	109,541.72	158,247.95

TRAFFIC SECTION, JAN. 1 TO DEC. 31, 1919.

The volume and character of traffic handled by the railroads in the past year has been influenced by changed conditions incidental to the post-war reconstruction period, including the labor troubles which have interfered with industrial operations, causing the limitation of product and important changes in sources of supply, etc.; it is difficult to accurately describe or measure the effect of these new conditions, but they have not only lessened the total volume of business but they have increased the difficulties in handling it; in other words, the same amount of transportation energy exerted under normal conditions would have moved a larger volume of traffic. Notwithstanding these conditions, business in this general territory has been relatively good. The increase in loading of miscellaneous commodities shows a healthy condition of the manufacturing and jobbing business and there is reason to believe that the same relative increase might have been shown in the movement of grain, lumber, and other commodities had it been possible to avoid a more or less constant condition of car shortage in the past 90 days.

Drought caused serious damage to crops in Montana, Wyoming, and the western parts of North and South Dakota. These conditions are reflected in the Agriculture Department estimate of the spring wheat crop of 203,170,000 bushels, compared with 208,049,000 bushels in previous year. Other sections had bountiful crops, but the aggregate of agricultural products was less than last year. The movement of grain to terminal markets served by roads in this region shows decrease of approximately 50 per cent, but this is not indicative of the revenue results because a large proportion of the wheat has been shipped direct to other than terminal mills, and there has also been a large movement of wheat to mills in this region over lines which are included in the Central Western Region. It is also true that the 1919 movement includes a portion of the 1918 crop; therefore the aggregate earnings arising from the transportation of grain and grain products over lines in this region for the year 1919 will probably equal the earnings from same source in the year 1918. The 1919 crop shortage will be reflected to a greater extent in the earnings for the first six months of 1920.

The movement of westbound transcontinental freight decreased 13.4 per cent, compared with last year, due to decrease in shipbuilding material and decrease in export shipments. The eastbound transcontinental movement was about the same as last year. The basic industry in the Pacific Northwest territory is the lumber business, which is especially prosperous. An unprecedented demand, with high prices, has enabled the mills to sell all the lumber it was possible for them to cut and ship.

The heavy decrease in the loading of ore and coal has made the total loading of all commodities for the year less than 1918 by 2.6 per cent. Ore alone shows a decrease of 382,595 cars, most of which consisted of iron ore, but the movement of other ores and smelter products was likewise disappointing. Labor troubles were responsible for heavy decrease in movement of iron ore, while declining price of metals has affected the movement of ore to smelters. The decrease in coal and coke amounted to 139,074 cars, notwithstanding special efforts to induce consumers to stock up in anticipation of a coal shortage.

Other items of general interest are as follows:

STATUS OF CONSOLIDATED TICKET OFFICES.

The total expense of consolidated ticket offices in Northwestern Region (including Chicago) for 1919 (December estimated) was \$592,576.23, a saving of \$231,078.93, or 28.06 per cent, as compared with individual offices during the year 1917. During 1918 consolidated ticket offices were opened at different periods, and individual line offices were continued in operation until the consolidated offices were established. This precludes the possibility of comparison between 1919 and 1918.

Assuming that the consolidated offices will continue throughout 1920, there will be a further reduction in the cost of operation for the reason that most of the abandoned offices have been disposed of and the loss in rent and other expenses in connection with these abandoned offices will not be a charge against the consolidated offices.

Table 6 shows details of comparison for years 1917 and 1919.

ELIMINATION OF PASSENGER TRAIN MILEAGE; ALSO RESTORATION OF PASSENGER TRAIN MILEAGE.

There was an increase of 1,856,679 train miles authorized in 1919 and a reduction of 146,761 train miles, leaving a net increase for 1919 over previous year of 1,709,918 train miles.

Table 7 shows detail of changes which were the result of close supervision with careful attention to all complaints of inadequate service. It is believed that the service now afforded will meet any reasonable public demand; and while the majority of complaints have been satisfied by explanations or by additional service, there are many complaints which will probably be renewed when Federal control is ended, and protection of individual railroad interests in connection with competitive business will suggest the operation of many trains which have been discontinued and which are not a public necessity, considering the operation of the railroads as a whole.

WOMEN TICKET SELLERS.

With the exception of Chicago, where two women ticket sellers are employed, there is none in any of the consolidated ticket offices throughout Northwestern Region. While the work of those in the Chicago office has been satisfactory, it is generally conceded that this kind of work is better done by men.

ADVERTISING EXPENSE.

The total advertising expenses in the Northwestern Region for the year 1919 will total \$350,000; for 1918 it was \$335,000, and for 1917 it was \$1,175,000.

Newspaper advertising, included in the above, will aggregate \$140,000, whereas for 1918 the amount was \$70,000, and for 1917 \$430,000.

TOURIST FARES.

During 1919 special fares were made for summer tourist, winter tourist, and all-year tourist travel. The basis used was slightly higher than 1918. In some cases, as high as 90 per cent of double the one-way fare was charged; the application of these special rates was largely confined to direct routes. A large number of travelers availed themselves of these special fares, and available passenger equipment was taxed to the utmost to accommodate them.

REDUCED FARES FOR CONVENTIONS AND FAIRS.

Following the announcement about June 1 that reduced fares would be authorized for meetings and conventions of religious, fraternal, charitable, educational, and military organizations, many applications were received for these special fares. Each application was carefully investigated before authorizing the reduced rates, so as to exclude business or trade conventions, and to confine the reduced rates to organiza-

tions which could qualify under the rules. During the year 254 conventions in western territory were granted the benefit of reduced fares. It is impossible to say how many of these conventions depended on the making of these reduced rates or how much was the resulting increase in attendance. Conservatism and centralization of authority in the handling of these matters has undoubtedly resulted in large revenue savings.

State, county, and district fairs were granted excursion rates based on fare and one-half for the round trip, same as obtained during 1918. Some territorial restrictions were imposed during 1919 under which special rates for county fairs were confined to the limits of the county; for district and interstate fairs to a radius of 75 miles, and for State fairs to the limits of the State covered in the application. Some few exceptions were made to this plan after careful investigation and study of actual conditions by the committee. This resulted in confining the area of reduced rates for these occasions to much narrower limits than obtained in 1918.

LOADING OF PULLMAN EQUIPMENT.

Disregard of individual railroad contract obligations has permitted the greatest possible use of available sleeping-car equipment; and while no expressive figures are available, we know that a largely increased volume of business has been handled without any increase in equipment. When all berths in regularly assigned cars are sold, extra cars are assigned to those trains which can best handle them. But for the employment of these methods it would have been impossible to meet the demands for sleeping-car service in this territory during the past year, and it is unnecessary to say that such handling of the business would have been impossible without the consolidated ticket offices and without centralized control of passenger-train operations.

FUTURE PLANS FOR HANDLING PASSENGER TRAFFIC.

With a constantly increasing volume of passenger business, and no hope of material additions to passenger train equipment in the coming year, it is important that there be no abandonment of the present plans for conservation of service; in fact, any failure to make the very best possible use of every available passenger-carrying car, especially sleeping cars, will render the railroads unable to meet the public demand. Nothing would more quickly cause violent agitation against whatever may be the then existing control of railroads; therefore it seems especially important that the individual railroad organizations, when they resume control of operations, should adopt some such plan as has been suggested by the special committee of American Railway Association. It has been our experience in dealing with individuals, commercial organizations, and State regulating bodies that they quickly recognize the wisdom of and necessity for these measures, pending the time when necessary additions to motive power and equipment can be made.

DINING-CAR SERVICE.

Many improvements were made in dining-car service during the past year, resulting in economy without inconvenience to the traveling public. Generally speaking, efforts to avoid adverse criticism were successful, and while some complaints were received, the investigation usually showed a lack of justification.

Early in the year, following withdrawal of the Food Administration's restrictions and to meet the demands of the public for a la carte service, instructions were issued permitting the lines so desiring to return to a la carte service, except where the heavy volume of business was such as to make it necessary to continue the use of table d'hôte meals for the purpose of insuring expeditious service.

The improvements included unification of terminal facilities; uniformity in service and prices for meals at stations; standardization of military meals; uniform rates and standard menus adopted for special parties moved in special trains; also uniform prices for tonsorial and clothes-pressing service, as well as standard table d'hôte meal checks and standard size menu cards.

As a rule, the question of service was left to the judgment of the Federal managers, who are in closer touch with the requirements in their respective localities, but some suggestions were made to them as to prices, also as to the serving of reduced portions at a correspondingly less price to meet the wants of patrons.

STATUS OF ABANDONED OFFICES.

During the year 1919, 48 additional abandoned offices were disposed of, leaving 8 still on hand. The following report will show the results accomplished by the committee in charge of this work:

Total number of offices turned over to western passenger traffic committee for disposition.....	127
Total annual rental thereof.....	\$506, 756
Number of offices disposed of by rental, sublease, etc.....	119
Total annual rental thereof, at time turned over to committee for disposition.	\$477, 846
Total loss assumed on offices subleased or expiring during year 1919.....	\$159, 699
Offices on hand unoccupied.....	8
Total annual rental of offices on hand unoccupied.....	\$28, 910

REROUTING TRAFFIC.

The plans for routing of freight which were worked out last year have been generally observed this year; we are now required to follow shippers' routing instructions except as to certain unreasonably long routes which are prohibited, but in the absence of contrary solicitation, shippers have shown willingness to observe previously indicated routing instructions. The rerouting of freight in transit has been practically discontinued.

Special attention was given to movement of traffic to avoid congestion whenever occurring by the use of the outer belt lines for interchange of through traffic moving through the Chicago district, thereby relieving the innerterminal lines.

MOVEMENT OF FREIGHT IN TRAIN LOTS.

The plan adopted in 1918 for handling import traffic moving through Puget Sound ports, flour and grain from Minneapolis, and other special commodities in solid train lots, was continued during the year with good results. Regular schedules were established for movement of flour from Minneapolis, shippers were notified in advance, and the traffic moved in solid trains to Buffalo, Pittsburgh, and Cincinnati via designated routes, selected to afford the most efficient service, from which points shipments were distributed in regular course. Export traffic for Atlantic seaboard ports was handled in those trains. This plan was followed wherever sufficient tonnage could be accumulated for solid train movements.

REDUCED RATES ACCOUNT DROUGHT-STRICKEN SECTIONS OF NORTHWEST.

The States of Montana, Wyoming, western South Dakota, and western North Dakota experienced a severe drought which ruined the grain crop and practically destroyed all suitable pasturage for great herds of live stock and threatened disaster for all concerned. To meet this emergency, the Railroad Administration authorized substantial rate concessions and took steps for the relief of live-stock suffering from the drought. The prompt action taken by the Railroad Administration not only saved the live stock but also made possible the restocking of ranges next spring.

Before these concessions were granted a conference was arranged with the stock men of the drought-stricken territories and an investigation made of the actual conditions, which were found more serious than preliminary reports indicated. The rate concessions consisted of applying half regular tariff charges on shipments of all classes of stock feed into the drought area, also a material reduction in the rate on cattle and sheep shipped to outside grazing points for return next spring when grass is again available. Other special concessions granted permitted immature stock from this territory to be shipped to grazing and feeding points in other States and forwarded to terminal markets at any time within a period of one year. The furnishing of cars and movement of stock from the drought area to market was also given preference, which resulted in cleaning up the stock earlier than ever before and thereby saving further losses to the growers.

MERCHANDISE SERVICE.

Under the direction of a special committee, merchandise service in Northwestern Region has been greatly improved and the number of complaints from shippers accordingly decreased. Among the first developments when the committee started this work was lack of supervision, resulting in unsatisfactory service and long delays not only to merchandise at stations but in many cases to cars as well.

The movement is now supervised for all railroads by men fitted for the work, which is being carried on systematically, and the attention of officers in charge called to any avoidable delay.

During the year many through merchandise cars were inaugurated not only between points in Northwestern Region but also from points in Northwestern Region to points in other regions, thereby eliminating the expensive cost of handling at the large transfers in Chicago and other junction points. Under this plan the percentage of freight formerly handled at transfer points has been greatly reduced by loading it in through cars. To bring about further improvement, careful checks are being made at transfer points and wherever possible, the handling of merchandise is eliminated, which has the added advantage of reducing claims for damage. The committee has also conferred freely with shippers and their associations in selecting routes and establishing through car service. The attitude of the shipping public has been sympathetic and helpful. It must be admitted that the perfection of these plans has involved disregard of individual railroad claims to a very great extent and perpetuation of the system beyond the period of Federal control, while yet protecting the interest of individual lines, will be impossible without the most complete cooperation.

TRAFFIC STATISTICS.

There were loaded in this region January to November, 1919, inclusive, 6,463,566 cars of revenue freight, a decrease of 2.6 per cent compared with corresponding period of 1918. The heaviest decrease was in ore, which aggregated 382,595 cars. The heaviest increase was in miscellaneous loading, which equaled 245,141 cars. Coal and coke also showed a heavy decrease; grain and grain products, taken as a whole, showed a slight increase, and there was a substantial increase in live stock and lumber loading.

Reports covering operating revenues and expenses are available for the first nine months of the year only. The total operating revenues for this period amounted to \$518,864,640, an increase of 10.6 per cent compared with corresponding period of 1918. Operating expenses for the same period totaled \$425,368,826, or an increase of 11.7 per cent over 1918. But for the coal strike it would be possible to arrive at a fairly accurate estimate for the balance of the year, but in view of the unsettled conditions it would be hazardous to attempt it.

CONDITION OF FREIGHT TARIFFS.

Since the advance in rates under General Order No. 28 was accomplished by the issuance of blanket supplements, special efforts have been made to have the tariffs reissued so as to show the rates in proper form. The western tariff revision committee has compiled monthly reports showing the status of these tariffs. Their last report for the period ending October 31 shows about 50 per cent of lines in Northwestern Region to be in the 100 per cent class and a high percentage for the remaining lines. We have assurance from all of these lines that they will complete the few remaining reissues this month, which will put all lines in the 100 per cent class.

MOVEMENT OF INTRACITY FREIGHT.

In view of the car shortage which has existed throughout the greater part of the year, special attention was given to the movement of intracity freight for the purpose of reducing the number of cars normally engaged in that service. Investigations made at the principal terminals showed that there is a great deal of this switching which can only be handled in cars, principally bulk freight, and it was, therefore, necessary to inaugurate a permit system to control this movement. At some of the principal terminals this permit system has not only resulted in a material saving of cars, but it has also reduced the average time for handling cars in this service from four to six days. These economies have been accomplished without causing friction with shippers, and with proper supervision it is expected to continue them.

FREIGHT TRAFFIC COMMITTEES.

There has been but little change in the method of procedure followed by the western freight traffic committee and district committees as compared with the practice in 1918. All subjects of interest to the shipping public were docketed and made the subject of hearings, at which time all interested were given an opportunity to present

their views. To expedite the work of the district committees, they were authorized to send their recommendations covering intradistrict subjects direct to the central administration in Washington, thereby avoiding delay incidental to handling through the general committee in Chicago. However, copies of such recommendations were sent to the general committee as a matter of information and record, also to give them an opportunity to express their views on the district committees' recommendations in case they did not meet with their approval.

As a rule, the work of the committee was confined to rate readjustments rather than any general changes. Preference was given to readjustments made necessary on account of inconsistencies caused by the application of General Order No. 28 and to reestablish rate relationships disturbed thereby.

The following is a brief outline of the work accomplished by the western freight traffic committee up to December 1, 1919:

Total number of subjects docketed.....	12,021
Number of applications for freight rate authorities received from district committees, including number of negative recommendations made by district committee.....	9,149
Number of applications sent direct to Washington by district committees....	2,152
Number recommended for freight rate authority by the western freight traffic committee without change.....	5,100
Number of applications received from district committees changed by western freight traffic committee.....	798
Number of applications received from district committees declined by western freight traffic committee.....	1,023
Total number of applications received from electric committees which have been reported to Washington affirmatively or negatively.....	6,921
Number of minority and majority reports made on district committee applications.....	230
Number of applications which have been approved and on which freight rate authority has been received.....	7,269
Number of applications disapproved by director of traffic.....	70

A large number of the applications submitted by district committees have been sent direct to Washington. The percentage of intradistrict applications to the total applications made by the district committees will approximate one-half. The work of the district committees may be summarized as follows:

Chicago western district freight traffic committee:	
Number of applications received during the year.....	1,548
Number of applications favorably reported.....	1,149
Number of applications declined and withdrawn.....	228
Number of applications still pending.....	170
Of the 170 applications still pending, 44 have not as yet been publicly heard.	
Portland district freight traffic committee:	
Number of applications received during the year.....	823
Number of applications favorably reported.....	528
Number of applications declined and withdrawn.....	222
Number of applications still pending.....	78
Of the 78 applications still pending, 23 have not as yet been publicly heard.	
St. Paul district freight traffic committee:	
Number of applications received during the year.....	542
Number of applications favorably reported.....	491
Number of applications declined and withdrawn.....	20
Number of applications still pending.....	24
Of the 24 applications still pending, 18 have not as yet been publicly heard.	

TABLE 6.—Statement of expenses in connection with consolidated ticket offices in Northwestern Region for the calendar year 1919, November and December being estimated.

Location.	Payroll.	Miscellaneous. ¹	Rent.	Total.
Chicago.....	\$138,750.00	\$45,250.00	(²)	\$184,000.00
Milwaukee.....	26,645.50	7,257.29	\$7,500.00	41,402.79
St. Paul.....	34,118.88	1,521.23	(³)	35,640.11
Minneapolis.....	51,948.52	36,130.93	8,104.92	96,184.37
Duluth.....	15,360.00	9,417.24	4,800.00	29,577.24
Winnipeg.....	4,800.00	571.41	1,320.00	6,691.41
Helena.....	4,140.00	174.70	1,800.00	6,114.70
Butte.....	14,912.10	227.80	4,500.00	19,639.90
Spokane.....	23,815.19	1,848.00	3,600.00	29,263.19
Seattle.....	40,977.33	18,505.42	6,000.00	65,482.75
Bremerton.....	5,305.66	738.18	650.00	6,693.84
Tacoma.....	15,595.69	2,519.12	3,000.00	21,114.81
Portland.....	39,555.92	5,215.20	6,000.00	50,771.12
Total.....	415,924.79	129,376.52	47,274.92	592,576.23

¹ Miscellaneous includes rent of abandoned offices as well as loss in subleasing, with the exception of St. Paul.

² Rent of consolidated offices included in miscellaneous expenses.

³ Railroad property—no rent.

INDIVIDUAL OFFICES, 1917.

Location.	Number of offices.	Number of men.	Rent.	Salaries.	Miscellaneous expenses.	Total.
Bremerton, Wash.....	4	7	\$1,620.00	\$6,649.00	\$685.00	\$9,154.00
Butte, Mont.....	4	9	13,380.00	12,594.00	3,567.00	29,541.00
Chicago, Ill.....	8	89	77,250.00	125,586.36	43,160.05	246,016.41
Duluth, Minn.....	7	21	22,020.00	23,463.00	2,069.00	47,552.00
Helena, Mont.....	2	5	3,900.00	5,610.00	212.75	9,722.75
Milwaukee, Wis.....	3	12	21,500.00	12,340.00	672.00	34,512.00
Minneapolis, Minn.....	7	42	40,692.00	48,818.00	7,517.00	97,027.00
Portland, Oreg.....	6	32	33,800.00	43,126.00	7,396.00	84,322.00
St. Paul, Minn.....	7	29	31,800.00	36,777.00	7,834.00	76,411.00
Spokane, Wash.....	5	20	19,920.00	29,139.00	3,488.00	52,547.00
Seattle, Wash.....	5	35	28,200.00	50,163.00	4,812.00	83,175.00
Tacoma, Wash.....	5	14	16,680.00	20,112.00	3,008.00	39,800.00
Winnipeg, Manitoba.....	2	4	6,600.00	5,743.00	1,532.00	13,875.00
Total.....	65	319	317,362.00	420,320.36	85,972.80	823,655.16

CONSOLIDATED OFFICES, 1918.

Location.	Number of men.	Rent.	Salaries.	Miscellaneous expenses.	Total.
Bremerton, Wash.....	2	\$600	\$3,540	\$330	\$4,470
Butte, Mont.....	10	4,500	16,020	675	21,195
Chicago, Ill.....	86	33,250	145,620	4,500	183,370
Duluth, Minn.....	11	4,800	15,660	840	21,300
Helena, Mont.....	3	1,800	4,140	100	6,040
Milwaukee, Wis.....	17	7,500	25,980	1,040	34,520
Minneapolis, Minn.....	32	7,625	48,030	2,600	58,255
Portland, Oreg.....	23	6,000	37,740	2,100	45,840
St. Paul, Minn.....	19	30,720	2,000	32,720
Spokane, Wash.....	16	3,600	24,420	1,200	29,220
Seattle, Wash.....	25	6,000	40,800	1,600	48,400
Tacoma, Wash.....	8	3,000	15,420	360	18,780
Winnipeg, Manitoba.....	4	3,300	5,040	475	8,815
Total.....	256	81,975	413,130	17,820	512,925

TABLE 7.—Statement of train service recommended in Northwestern Region during 1919, with supplemental statement showing train service discontinued during same period.

Date.	Railroads and trains.	Miles per day.	Miles per annum.	Total miles per annum.
TRAIN SERVICE RECOMMENDED.				
1919.				
May 17.....	Chicago & North Western Ry.: Trains 601 and 602, Chadron and Casper.	386	140,890	204,400
July 16.....	Trains 411 and 412, Mankato and Tracy.	174	63,510	
June 23.....	Chicago, St. Paul, Minneapolis & Omaha Ry.: Trains 11 and 16, Mankato and Worthington.	184		67,160
May 13.....	Chicago, Milwaukee & St. Paul Ry.: Sioux Falls & Flandreau (except Sunday).	78	24,414	563,540
16.....	Milbank and Aberdeen.....	192	70,080	
21.....	Racine and Delavan (Sunday only)...	92	4,784	
Aug. 7.....	Delavan and Beloit (Sunday only)....	46	2,392	
June 6.....	Chicago and Star Lake (Sunday only)...	412	21,424	
6.....	Trains 101 and 102, Chicago and Minneapolis.	842	307,330	
July 7.....	Austin and Calmar (except Sunday)...	138	43,194	
7.....	Mason City and Austin.....	80	29,200	
May 5.....	Berlin and Milwaukee (except Sunday)	194	60,722	
Apr. 27.....	Great Northern Rwy.: Trains 23 and 24, St. Paul and Duluth.	320	116,800	
June 15.....	Trains 3 and 4, Havre and Spokane...	1,064		
15.....	Trains 221 and 222, Minot and Williston.	242		
		1,306	476,690	593,490
July 10.....	Green Bay & Western R. R.: Trains 47 and 48, Green Bay and Sturgeon Bay (Sunday only).	114		5,928
June 12.....	Lake Superior & Ishpeming Rwy.: Ishpeming and Munising, Marquette and Big Bay (Sunday only).	274		14,248
May 4.....	Soo Line: Trains 5 and 6, Chicago and Eau Claire (except Sunday).	726		227,238
12.....	Northern Pacific Rwy.: Hoquiam and Moclips.....	106	38,690	126,290
June 6.....	Butte and Missoula.....	240	87,600	
May 11.....	Oregon-Washington R. R. & Navigation Lines: La Grande and Umatilla.....	149		54,385
	Grand total.....			1,856,679
REDUCTIONS.				
June 15.....	Great Northern Rwy.: Trains 263 and 264, Bonners Ferry and Spokane.	216	78,840	16,276
Mar. 2.....	Chicago, Milwaukee & St. Paul Rwy.: Trains 31 and 6, Marquette and Champion (except Sunday).	520		
Feb. 4.....	Soo Line: Grand Rapids and Nekoosa (except Sunday).	21	6,573	146,761
Apr. 9.....	Northern Pacific Rwy.: Lewiston and Riparia (except Sunday)	144	45,072	
	Net increase.....			1,709,918

